



District Budget

Fiscal Year 2010-2011



Memphis City Schools

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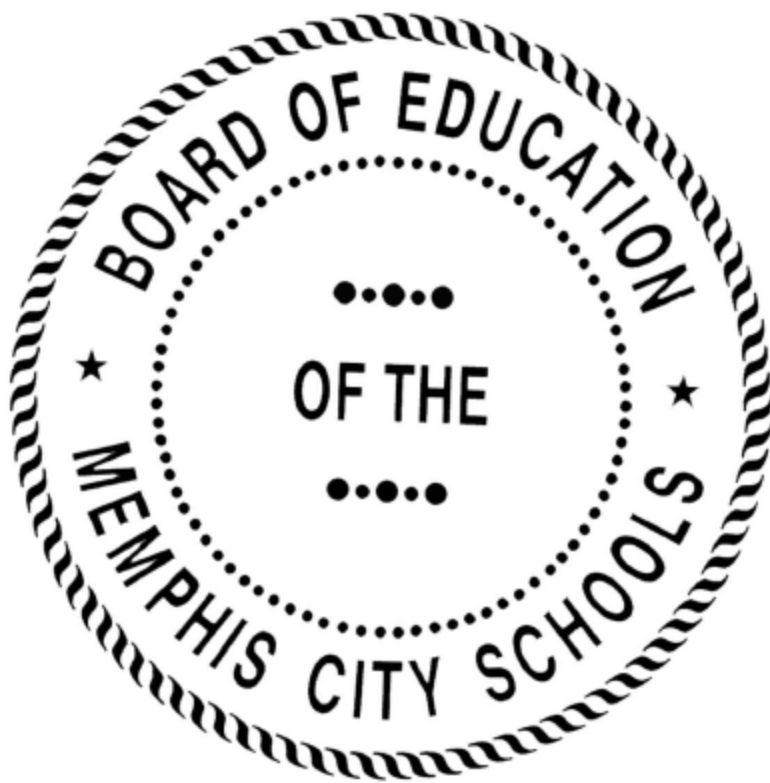
Memphis, Tennessee/Shelby County

www.mcsk12.net

**Memphis City Schools
Memphis, Tennessee**

**District Budget
Fiscal Year 2010-11**

Prepared by:
Memphis City Schools
Finance Department



September 20, 2010



Citizens and Board of Commissioners
Memphis City Schools
Memphis, TN

The Memphis City Schools (the District) budget for fiscal year 2010-2011 is the District's financial plan that will guide the Board, staff and stakeholders in working towards the District's mission: "High Academic Achievement for all Students."

The District is proud to publish and distribute budget information to the Board of Commissioners and to our community. It is the culmination of many meetings both administratively and publicly to discuss planned programming and current issues within the schools.

The format of the budget document has changed from previous years with a focus on educational and operational programs, strategic goals, performance measures and results. The document is structured in the following manner and is comprised of four sections:

- **Introductory Section** – includes the Executive Summary. The Executive Summary highlights the District's budget, discusses significant issues that impact the budget and describes the District's achievements.
- **Organizational Section** – addresses the District's mission, vision, beliefs and organizational structure; provides an explanation of the District's financial structure and basis of accounting and includes significant financial and budget policies and the budget preparation calendar.
- **Financial Section** – provides a detailed description of all appropriated funds. It includes a summary schedule combining all District funds followed by a section for each governmental fund type. The General Fund includes a detailed budget for each functional program.
- **Informational Section** – presents the reader with information on the District, City and County. It provides historical perspectives on items such as student membership and the District's personnel as well assessed values and tax rates.

The budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary sources used to present the District's financial plan and results of operations.

Our most important objective is to present a coherent, fiscally sound budget to community stakeholders which also serves as an operational guide and effectively communicates the funding priorities of the District.



A balanced budget was presented to the elected Memphis City Schools Board of Commissioners and approved on June 21, 2010. The District is a component unit of the City of Memphis; as such, the Memphis City Council must approve our budget. The Memphis City Council approved the District's budget on September 14, 2010. The Memphis Board of Education adopted the District's budget on September 20, 2010. State law requires that we file a balanced budget with the State of Tennessee no later than October 1.

The fiscal year 2010-2011 budget to support the children of the Memphis City Schools had to respond to both flat revenue sources from the City and County and an increase in the cost of providing an equal and high-quality education for all our children. This required substantial changes to our fiscal year 2010-2011 spending plan. For Memphis City Schools, the original gap between expected revenue and the future year costs for maintaining the same level of services next year as provided this year was approximately \$57.4M. The budget was submitted with a one-time investment from fund balance of \$9.1M and reductions in our spending close to \$48.3M, largely realized through personnel cuts and redesigning models of service delivery. This budget will enable us to fund our strategic goals and further the District's strategic reform agenda.

In fiscal year 2010-2011 and beyond, Memphis City Schools will continue to face a challenging revenue environment while incurring rising costs. The District must and will develop a solution that transitions from the current structural challenges to transform the District to a position of financial stability and provide funds to reinvest in our schools. A review is currently being conducted to identify school pairing and closures to right-size the District. The District will also create savings with improved efficiencies and a structural reorganization.

We appreciate your continuing support of public education and the Memphis City Schools. A stable funding plan, with built-in growth from all of our funding sources, is absolutely essential to help us transform the District and better prepare our students to excel against emerging National and global academic standards.

Acknowledgments: The preparation of this document was accomplished through the commitment, dedication, and tireless effort of the entire Department of Finance. We would also like to extend our thanks to other school District and nonschool District personnel who assisted in the preparation of this document.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Kriner Cash'.

Kriner Cash, Ed.D.
Superintendent of Schools

A handwritten signature in blue ink, appearing to read 'Pamela Anstey'.

Pamela Anstey
Chief Financial Officer

A handwritten signature in blue ink, appearing to read 'Alicia J. Lindsey'.

Alicia J. Lindsey
Director, Budget Services

Format and Organization of the District's Budget

As the Table of Contents illustrates, this book divides the budget information into four major sections: Introductory, Organizational, Financial and Informational.

The **Introductory Section** includes a list of District officials, a District-wide organizational chart, an Executive Summary and general information about Memphis City Schools.

The second section, the **Organizational Section**, presents information on the financial structure of the District and financial policies and laws affecting this budget.

The **Financial Section** includes major revenue sources and trends and expenditure categories. Financial statements are presented both combined and by individual funds. The fund types included are the General Fund, Capital Projects Fund and Special Revenue Funds.

The *General Fund* includes a presentation of each function supported by General Fund dollars including detail where departments present their specific missions and goals, issues and trends, prior year performance highlights and significant budgetary issues in the current year.

The District illustrates this information by program budget which includes a description of the function and whether it is legally mandated. If so, the legal reference or statute is provided. Some program budgets provide information on program changes. Most program budgets provide information on the function's goals, objectives and measures. Staffing levels indicate the full-time equivalent (FTE) number of permanent full-time positions for that program. Part-time and temporary position information is not included. Some program budgets may appear to have a budget that is inconsistent with the staffing level. This is attributable to the function having budgeted dollars associated with part-time personnel, stipends, supplements or overtime costs.

The Financial Section also illustrates the relationship between the District's functional structure and the State of Tennessee's reporting requirements (functions). The departmental overviews and program budgets are organized by executives that are responsible for the respective budgets.

The *Capital Projects* section includes descriptions and other relevant information on major capital projects.

The *Special Revenue* section lists grants and positions for the Categorically-Aided Funds. The Food Service Fund also includes a Departmental Overview.

The **Informational Section** presents supplemental information about Memphis City Schools, the City of Memphis and the County of Shelby. The District does not levy taxes; however, data on assessed values, tax rates, collections and impact of taxes on taxpayers have been included for informational purposes. We have provided detailed information on enrollment by school, projected enrollment for future years, prior year and current staffing levels for all funds and relevant demographic and statistical information. A glossary of terms and acronyms is included which will assist the reader in understanding the document.

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INTRODUCTORY SECTION

The Introductory Section of the budget includes the following information:

- I. BOARD OF COMMISSIONERS
- II. ADMINISTRATION
- III. PROFILE OF THE SCHOOL DISTRICT
- IV. EXECUTIVE SUMMARY
 - A. Vision, Mission, Strategic Goals and Core Beliefs
 - B. Budgetary Highlights
 - C. Revenues
 - D. Bonds
 - E. Budget Development and Administration
 - F. Enrollment
 - G. Staffing Levels
 - H. Financial Overview
 - I. Benchmarks and Performance Results
- V. AWARDS AND RECOGNITIONS

I. BOARD OF COMMISSIONERS

The Memphis City Schools (MCS or District) Board of Commissioners (Board) is comprised of nine members, seven of which represent his or her own district in the community and two at-large members that represent the entire district. All Board members serve four-year staggered terms so that no less than four members are elected every two years.

In 2008, the MCS Board determined that it needed a deeper understanding of how it could use its governing and oversight authority to propel MCS to success, even in the face of daunting challenges. These challenges included an increasing child poverty rate (third highest in the United States at 42.0 percent), high rates of student mobility (30.0 percent), widespread poor health indicators, weak literacy skills, a disappointing graduation rate (66.9 percent) and new, more rigorous State academic standards (Tennessee Diploma Project). In July 2008, the Board accepted the invitation from the Center for Reform of School Systems to participate in the Reform Governance in Action Institute, underwritten by the Broad Foundation.

Reform Governance in Action Institute is a comprehensive theory of governance for urban school boards committed to effective and efficient district operations, high achievement for all children and the elimination of the achievement gap. Over a two-year period, the MCS Board participated in a series of off-site institutes and on-site trainings and workshops facilitated by noted urban education professionals, including former and current superintendents and school board members. The program begins with establishing the District's core beliefs and commitments, which are then reinforced and implemented through the development of a clear theory of action for change. The District's theory of action for change drives the redesign of the District through the adoption and oversight of aligned reform policies.

The theory of action for change evolves from the demographic and academic profile of the District. The Board decided that a theory focused on centralized decision-making around academic issues would promote equity in instruction across the District and minimize the impact of high student mobility rates. This theory, referred to as Aligned Instruction, is designed to facilitate the development of reform policies that will lead to a high-performing, high-achieving, well-organized and efficient school district.

Board Work Sessions are normally scheduled on the second Monday of every month with Regular Board Meetings of the Board scheduled for the third Monday every month. Both meetings are held in the auditorium at the Administration Building of Memphis City Schools, 2597 Avery Avenue, at 5:30 PM. The meetings are open to the public, and the Regular Board Meeting is televised on cable channel 19.

I. BOARD OF COMMISSIONERS (cont'd)

**Dr. Freda Williams, President
Commissioner At-Large Position 1
Term Expiration 12/31/2011**

Dr. Williams received her undergraduate degree from LeMoyne-Owen College. Her Master's and Doctoral degrees were received from the University of Memphis. In December 2007, the MCS Board unanimously voted Dr. Williams as Interim Commissioner for At-Large Position 1. She was officially elected to the position in November 2008.



**Stephanie Gatewood, Vice President
District 1 Commissioner
Term Expiration 12/31/2011**

Ms. Gatewood received her degree in Public Administration, with an emphasis in Public Policy, from the University of Memphis. She was elected as District 1 Commissioner in 2004 and is currently serving her second term.



**Betty J. Mallott
District 2 Commissioner
Term Expiration 12/31/2010**

Ms. Mallott earned her Bachelor of Arts degree in psychology from the University of Memphis and went on to receive a Master's degree in Organizational Behavior and Development, also from the University of Memphis. She was elected to the Board in 2006.

I. BOARD OF COMMISSIONERS (cont'd)

Patrice Jordan Robinson
District 3 Commissioner
Term Expiration 12/31/2011

Ms. Robinson was first elected to the MCS Board in 2000. She is currently serving her third term. She earned a Master of Science degree in Technological and Adult Education from the University Of Tennessee, Knoxville and a Bachelor's degree in Business Administration, with emphasis in Management, from the University of Memphis.



Martavius D. Jones
District 4 Commissioner
Term Expiration 12/31/2010

Mr. Jones earned a Bachelor of Business Administration degree in Finance from Howard University. He was sworn in as the Interim District 4 Commissioner of the Board in January 2006 and was officially elected to a full four-year term in November 2006.



Dr. Jeff Warren
District 5 Commissioner
Term Expiration 12/31/2011

Dr. Warren graduated cum laude from Yale University, where he received his Bachelor of Arts degree in Sociology. He attended the Duke University School of Medicine. He completed his internship at Columbia – Presbyterian Medical Center and his residency at the Long Island Jewish Medical Center. He has served as a Board Commissioner since January 2005; his current term expires in 2011. Dr. Warren is the representative for the County Commission and Shelby County Schools.

I. BOARD OF COMMISSIONERS (concl'd)

Dr. Sharon A. Webb
District 6 Commissioner
Term Expiration 12/31/2010

Dr. Webb earned an Associate's degree from the former Shelby State Community College (now Southwest Tennessee Community College) and a Bachelor of Science degree from Crichton College in Organizational Management. She has a Doctorate of Religious Arts in Christian Education, a Doctorate of Religious Arts in Theology, a Master of Arts degree from Memphis Bible College in Christian Psychology and a Bachelor of Religious Arts in Christian Education, all from Jacksonville Theological Seminary in Jacksonville, Florida. She was elected to the Board in 2006.



Tomeka R. Hart
District 7 Commissioner
Term Expiration 12/31/2011

Ms. Hart earned a Bachelor of Science degree in Marketing Education from the University of Tennessee, Knoxville. While teaching middle and high school in Cobb County, Georgia, Hart earned her Master of Business Administration degree from Kennesaw State University. She returned to Memphis to attend the University of Memphis School of Law, earning her Juris Doctorate degree. She was first elected to the Board in 2004 and is currently serving her second term.



Dr. Kenneth T. Whalum, Jr.
Commissioner At-Large Position 2
Term Expiration 12/31/2010

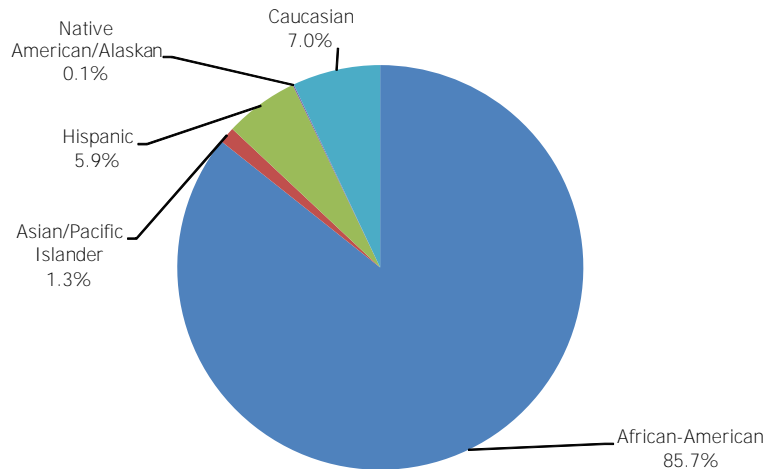
Dr. Whalum is a graduate of Morehouse College in Atlanta, Georgia and a 1981 graduate of the Temple University School of Law in Philadelphia, Pennsylvania. He received his Master of Divinity degree from the Memphis Theological Seminary. He has been the Pastor of New Olivet Baptist Church since 1999. Elected to the Board in 2006, he began his tenure as Commissioner At-Large Position 2 in January 2007.

II. ADMINISTRATION

Superintendent	Dr. Kriner Cash
Director, Internal Audit	Melvin T. Burgess II
General Counsel	Dorsey Hopson II Esq.
Deputy Superintendent, Academic Operations, Technology & Innovation	Dr. Irving Hamer, Jr.
Deputy Superintendent, Business Operations	Hitesh Haria
Chief of School Operations	Dr. Roderick Richmond
Executive Director, Federal Programs, Grant & Compliance	Marjorie Douglas
Chief of Student Support	James Q. Bacchus
Executive Director, Exceptional Children & Health Services	Dr. Patricia Toarmina
Executive Director, Research, Evaluation & Assessment	Dr. John Barker
Executive Director, School Choice & Student Accounting	William E. White II.
Chief of School Safety, Security & Emergency Management	Gerald Darling
Chief of Staff	Dr. Alfred L. Hall
Interim Executive Director, Human Resources	Cerita Butler
Chief Financial Officer	Pamela Anstey
Executive Director, Facilities Management	Brian Shipp
Associate Superintendent, Policy, Legislation & Constituent Services	Thelma Crivens
Executive Director, Communications, Marketing & Community Engagement	Staci C. Franklin
Chief Contracting Officer	Sybillle Noble
Director, Business Systems, Accountability & Performance Improvement	Alexander Sasfras

III. PROFILE OF THE SCHOOL DISTRICT

MCS is Tennessee's largest school district and the 23rd largest public school system in the United States. The student population is approximately 107,917 in grades kindergarten through grade 12. The student demographic is 85.7 percent African American, 7.0 percent Caucasian, 5.9 percent Hispanic and 1.4 percent other races and nationalities.



The District employs over 7,500 teachers and has more National Board Certified Teachers than any other school district in the State.

The District is comprised of a total of 209 schools, which include a number of regular schools, charter schools, career and technology centers (CTCs), special education centers (SPEDs) and alternative schools. Each classroom is Internet-wired to support high-tech learning and instructional methods. The District has 44 schools which are Optional Schools or offer Optional Programs that provide parents choices in selecting a public education that best fits their child's talents and abilities. In addition, MCS has 207 pre-kindergarten classrooms; 57, of which, are within community partner locations. The majority of the District's schools are accredited by the Southern Association of Colleges and Schools.

The City of Memphis was incorporated in 1826. The City currently occupies a land area of 340.5 square miles and serves a population of 676,640. Memphis is more than 600 miles from major cities in the Northeast. As a result of its central location and access to the interstate, Mississippi River, rail and airport, the City is a major hub for distribution.

The Memphis economy has shown some signs of expansion, but significant weakness remains. Retail sales reports for July and early August were mostly negative among general retailers, but mostly positive among car dealers. The sales outlook for September and October was mixed among the general retailers and mostly optimistic among the car dealers. Manufacturing activity has continued to improve since last year with more announcements of new jobs and plant openings than job layoffs and plant closings. Compared to July 2009, home sales were one percent lower and single-family housing permits were 23 percent above the extremely low levels of 2009. Unemployment statistics in the local economy closely resemble those of the State. The unadjusted September unemployment rate for Tennessee was 9.5 percent, 0.1 percentage points lower than the September U.S. rate of 9.6 percent. The unadjusted August unemployment rate for Memphis was 9.6 percent.

IV. EXECUTIVE SUMMARY

A. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS

VISION

MCS will be an internationally competitive urban school system that produces well-rounded, high-achieving students.

MISSION

Academic Achievement: #1

STRATEGIC GOALS

Student Achievement: Accelerate the academic performance of all students.

Accountability: Establish a holistic accountability system that evaluates the academic, operational and fiscal performance of the District.

Parent/Community Involvement: Build and strengthen family and community partnerships to support the academic and character development of all students.

Healthy Youth Development: Create a school community that listens to students' input and promotes student leadership and healthy youth development.

Safety & Discipline: Maintain a positive, safe and respectful environment for all students.

Diversity: Create a school community that is sensitive and responsive to the needs of an increasingly diverse population.

CORE BELIEFS

1. We **believe** in and **commit** to **ALL** children achieving at high global academic standards.
2. We **believe** in and **commit** to respecting and embracing cultural, social, intellectual and economic diversity and empowering **ALL** students and staff to reach their full potential.
3. We **believe** that school culture and staff have a profound impact on student achievement and **commit** to hiring and supporting quality teachers, principals and staff.
4. We **believe** school safety is essential for a productive teaching and learning environment and **commit** to providing safe schools.
5. We **believe** in and **commit** to being a high-performing organization that establishes a culture of continuous improvement, transparency and accountability at all levels.
6. We **believe** that strong public support is essential for **ALL** students to excel and **commit** to developing productive and mutually beneficial family, District and community partnerships.
7. We **believe** that good health is critical to high performance and **commit** to improving the physical, mental and emotional well-being of **ALL** students and staff.

IV. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS

General Fund - Fund 1

The District continues to face a challenging revenue environment while the cost of doing business continues to rise. Funding from local revenue sources has remained flat since fiscal year 2007, and as a result, the District continues to use fund balance. The District used \$9,100,000 of unreserved fund balance to balance the fiscal year 2010-11 budget. In addition, the District implemented a reduction in force and eliminated 584 positions.

The District took over Chimneyrock Elementary from Shelby County Schools (SCS) in August, eight years after the City annexed that community. Chimneyrock's enrollment was approximately 1,000 students. More than 900 of them are City residents from the surrounding Countrywood-Eads community. Through agreement, SCS continued to operate Chimneyrock until MCS could accommodate the elementary students in the annexed areas. Also, by agreement, the District will maintain the staffing levels at Chimneyrock, the same as when operated as a County school, for a minimum of two years. Next school year, the District will take in about 350 City students from the County's Dexter Elementary. The August 2010 opening of Riverwood Elementary, a new City school, will give the District additional classroom space to take in the Chimneyrock/Berryhill annexation areas. Although, the District is currently experiencing a decline in enrollment, it is expected to stabilize with the annexed schools opening this fiscal year.

The Grizzlies Academy, a Downtown high school created and funded by the Memphis basketball team to help some of the City's most vulnerable students, closed due to economic and other circumstances. The closing of the Grizzlies Academy ends a seven-year partnership that started with the goal of helping students that are two years behind catch up and graduate. Enrollment for the coming year was expected to be approximately 45 students.

The District will merge two schools, Caldwell Elementary and Guthrie Elementary. Caldwell children will move to the renovated Guthrie Elementary, and the school will be renamed Caldwell-Guthrie Elementary.

River City High School of Leadership and Community Service opened in Caldwell Elementary in 2007 for students who preferred a small-school environment. Fewer than ninety high school students attended River City. With the merging of Caldwell and Guthrie Elementary schools, River City High School closed at the end of the 2009-10 school year. The students will return to their assigned high schools or seek other options.

The Board approved seven charter school applications in fiscal year 2009-10. The schools are scheduled to open in fiscal year 2010-11. This will bring the total number of charter schools in the Memphis area to 22.

The retirement contribution rate for certified employees increased from 6.42 percent to 9.05 percent. The rate for classified employees rose from 9.04 percent to 9.74 percent. Retirement benefit costs are adjusted on a biennial basis. The State of Tennessee notified the District of the rate change in January 2010. The rate increase is attributed to the decline in the funded status of the State Pension Fund.

In 2009, the District was awarded a \$90 million grant from the Bill & Melinda Gates Foundation for the purpose of increasing teacher effectiveness. The Teacher Effectiveness Initiative Grant, which is discussed in detail in Non-Federal Programs - Fund 4 on the following page, requires an annual District and community match to build a reserve for sustainability over time. The inaugural reserve requirement is \$4,940,000.

IV. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS (cont'd)

Capital Improvement Program - Fund 2

MCS received a direct allocation of \$49,710,000 in Qualified School Construction Bonds (QSCBs) for calendar year 2010. QSCBs are authorized by the Federal government through the American Recovery and Reinvestment Act (ARRA) of 2009 and are issued through the Tennessee State School Bond Authority (Authority). MCS is one of the three Tennessee school systems included in the 100 school districts nationally with the largest number of school-aged children living below the poverty line, which made MCS eligible for the direct allocation.

The State has the authority to issue QSCBs as taxable bonds where the issuer will receive a direct payment subsidy from the United States Treasury in respect of the stated interest coupon. The direct subsidy to the issuer will be in an amount equal to the lesser of the interest rate paid on the bonds or the credit rate as of the date of the bond sale. Shelby County Government has agreed to pledge their full faith, credit and unobligated State-shared taxes to the repayment of the loans from QSCB proceeds on behalf of MCS.

The general requirements for the use of QSCBs are:

- construction, rehabilitation or repair of public school facilities
- acquisition of land for a QSCB-funded construction project
- equipment to be used in connection with a QSCB-funded project

Memphis City Schools will fund the following projects with the 2010 QSCBs:

- | | |
|--|--------------------|
| • Kate Bond Middle School – new construction | \$30,313,260 |
| • Southeast Region Addition (Ross Elementary School) | 5,755,000 |
| • Avon-Lenox Elementary Rehabilitation | 2,152,200 |
| • Avon-Lenox Elementary Rehabilitation Expanded | 2,301,850 |
| • Various critical deferred maintenance projects | up to \$13,883,638 |

To meet the requirement of spending all bond proceeds and interest earnings within the required time frame, MCS has identified projects that exceed the direct allocation. This will allow the District to reallocate residual dollars from projects that are under budget, along with interest earnings to various critical deferred maintenance projects already approved by the Authority.

The District does not maintain a bond amortization schedule for the QSCBs since the County repays it on the District's behalf.

Categorically-Aided Non-Federal Programs - Fund 4

Teacher Effectiveness Initiative: Pursuant to the aggressive reform agenda in the 2008-09 academic year, MCS received \$90 million over a seven-year period from the Bill & Melinda Gates Foundation to implement our Teacher Effectiveness Initiative beginning in fiscal year 2009-10. The Teacher Effectiveness Initiative is foundational to the reform agenda. Fiscal year 2010-11 is the second year of this multi-year grant. Our Teacher Effectiveness Initiative is focused on what matters most for our students: their teachers. Effective teachers have always been essential to students' success and never more so than today, with higher State standards and an increasingly competitive global economy. Many of our students are fortunate to have terrific teachers, and we must strive to ensure that *every* classroom is led by an effective teacher in order to graduate every student college- and/or workforce-ready.

IV. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS (cont'd)

Categorically-Aided Non-Federal Programs - Fund 4 (concl'd)

MCS is one of four school systems selected to receive the significant, multi-year support from the Bill & Melinda Gates Foundation focused on empowering effective teaching. This intensive partnership provides tremendous financial and non-financial support that will greatly accelerate our Teacher Effectiveness Initiative. Additionally, our District has obtained and will continue to seek significant local philanthropic support needed to fully implement our Teacher Effectiveness Initiative.

MCS and the City of Memphis are in the National spotlight and at the forefront of this educational reform effort. Most important, however, is the fact that Memphis City Schools is committed to doing everything possible to ensure that all of our students benefit from effective teaching.

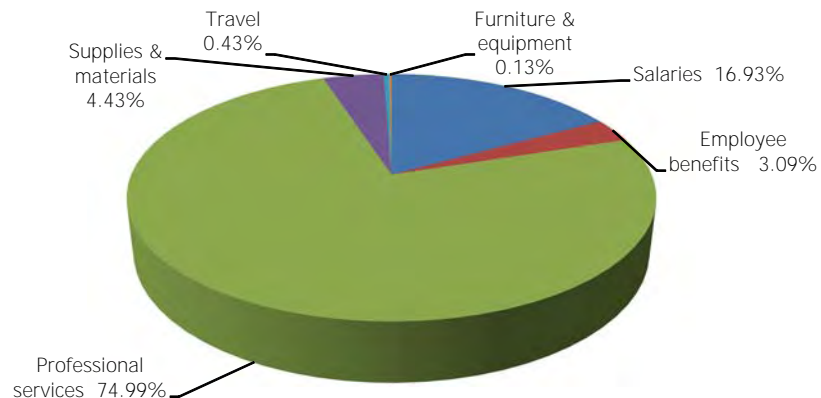
The Teacher Effectiveness Initiative focuses on four main strategies:

- 1) We will use a common, agreed-upon process to define and measure what we deem to be effective teaching.
- 2) We will make smarter decisions about who teaches our students.
- 3) We will better support, utilize and compensate our teachers.
- 4) We will improve the surrounding contexts for teachers and students to foster effective teaching.

The fiscal year 2010-11 budget for the Teacher Effectiveness Initiative is \$21,150,033. Additional information concerning the Teacher Effectiveness Initiative can be found on the District's website: [http://www.mcsk12.net/Teacher Effectiveness Initiative/index.asp](http://www.mcsk12.net/Teacher_Effectiveness_Initiative/index.asp)

Memphis City Schools Teacher Effectiveness Initiative Fiscal Year 2010-11

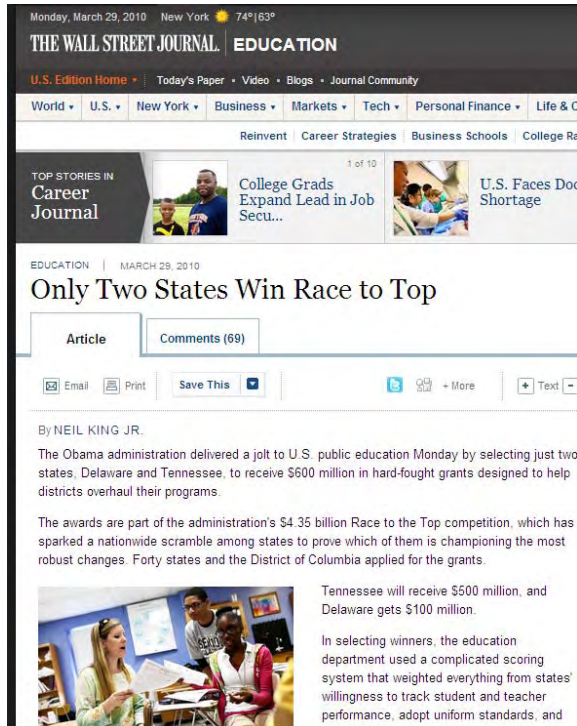
	2010-11 Adopted Budget
Salaries	\$ 3,580,739
Employee benefits	653,671
Professional services	15,859,050
Supplies & materials	937,760
Travel	91,249
Furniture & equipment	27,564
Total expenditures	\$ 21,150,033



IV. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS (cont'd)

Categorically-Aided Federal Programs - Fund 6



The State of Tennessee was one of two states awarded funding under the Obama administration's \$4.35 billion Race to the Top competition in the first round. Race to the Top has sparked a nationwide scramble among states to prove which is championing the most robust changes. Forty states and the District of Columbia applied for the grants. Tennessee was awarded \$500,000,000.

Under the leadership of the Board and Superintendent, MCS has initiated a number of major strategic projects to elevate students' educational achievement. The hallmarks of the administration include a bold new human capital strategy, a pre-k through grade 12 curriculum overhaul, a robust online professional development system and development of a comprehensive school turnaround strategy. The District's Teacher Effectiveness Initiative, notably, provided a foundation to Tennessee's winning First to the Top plan. Collaboration with the Memphis Education Association (MEA) has been vital to the District's capacity to develop a comprehensive and multi-dimensional plan. Now, with funds from First to

the Top ready to flow to districts, MCS has developed a plan to accelerate the human capital strategy and to drive achievement toward world-class standards by transforming all schools, while focusing resources and intensive attention on targeted schools needing the greatest support. The situation is primed for success – with aligned policy leadership from the Board and the State Legislature, an ongoing collaborative relationship with the MEA, strong data systems for instruction, curricular options and formative assessments tied to world-class standards, a strategy to turn around struggling schools and the expertise of local and National partners. MCS has an unprecedented opportunity to provide the children of Memphis a world-class public education and to provide the citizens of Memphis the basis upon which to transform the metropolis into a city of choice. MCS was awarded \$68,000,000 (over four years) from the State of Tennessee for First to the Top.

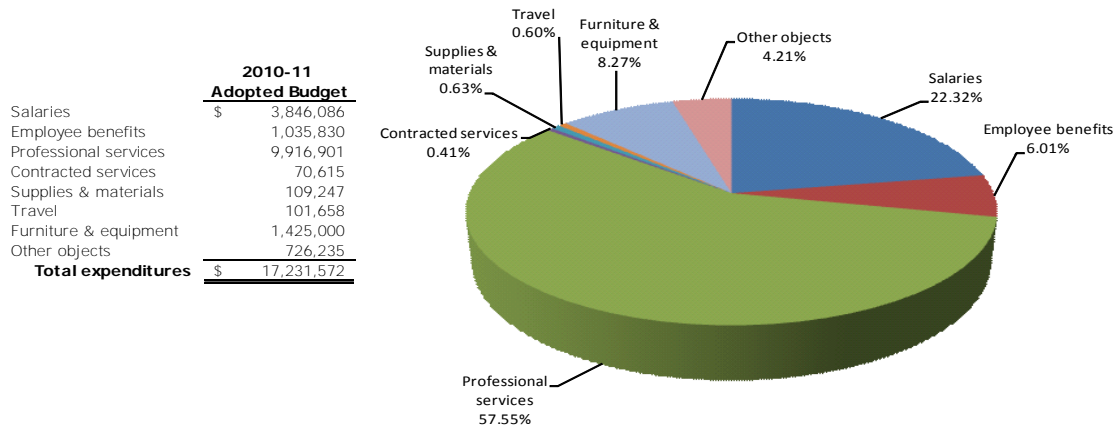
The fiscal year 2010-11 budget for First to the Top is \$17,231,572. Additional information concerning First to the Top can be found on the District's website: <http://www.mcsk12.net/SOW/SOW.pdf>.

IV. EXECUTIVE SUMMARY (cont'd)

B. BUDGETARY HIGHLIGHTS (concl'd)

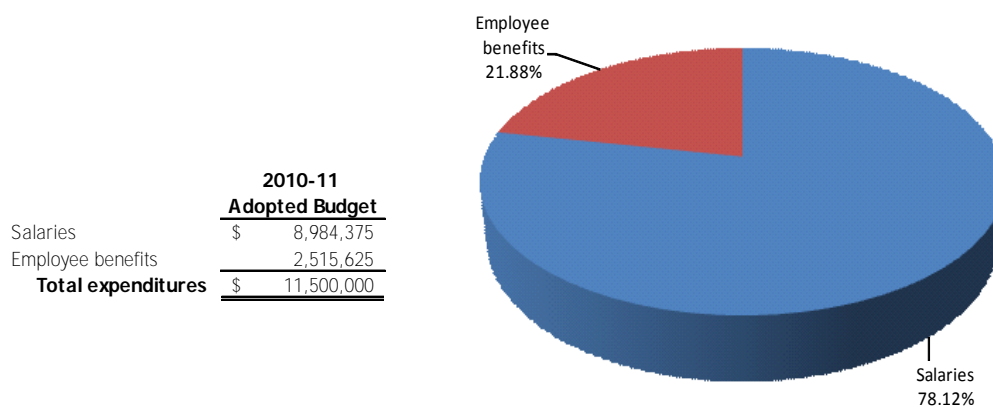
Categorically-Aided Federal Programs - Fund 6 (concl'd)

Memphis City Schools First to the Top Fiscal Year 2010-11



Education Jobs Fund Program: The Education Jobs Fund Program is a new Federal Program that provides assistance to states to save or create school-level education jobs. The funding source is the United States Department of Education. Funds will be used for compensation and benefits to eliminate the furlough that was originally budgeted in the General Fund, 107 interventionists for grades K-3 and 36 reading teachers that will be placed in the Striving School Zone.

The fiscal year 2010-11 budget for the Education Jobs Fund Program is \$11,500,000.



IV. EXECUTIVE SUMMARY (cont'd)

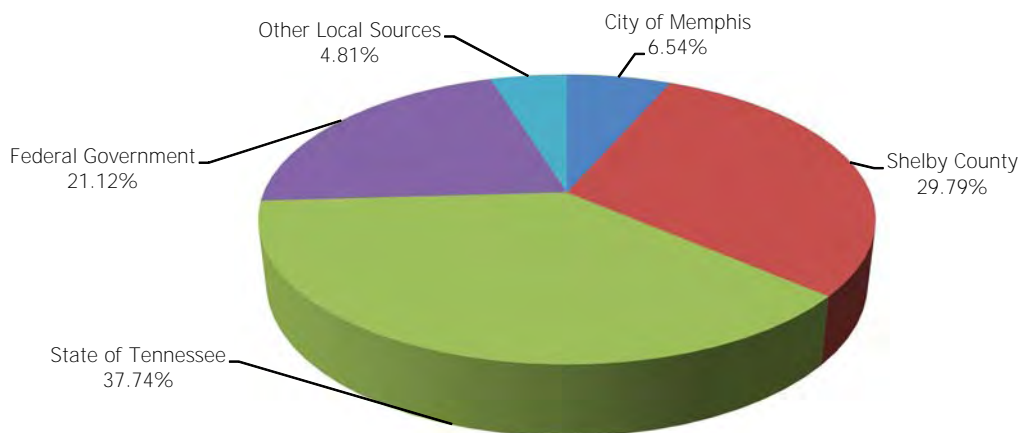
C. REVENUES

As a special school district, MCS has four major revenue sources: local taxes, County bonds, State equalization assistance and Federal, State and local grants and reimbursements. MCS is unique since it receives funding as a special school district from the City of Memphis per its charter and from the County of Shelby per the District's equalization share.

The main sources of revenue for the District, which represent 37.74 percent of total revenue, are derived from State sources such as the Basic Education Program, Career Teacher Program, etc. The Basic Education Program monies are the District's share of all State funds excluding Medicare Reimbursement, Career Ladder, Driver Education, 21st Century Classrooms and some mental health funds. The second largest revenue source is derived from Shelby County, comprising approximately 29.79 percent of the District's revenue. The remaining revenue is derived from the Federal government, City of Memphis and other local sources.

Memphis City Schools Highlights of the 2010-11 Adopted Budget Revenues

	2009-10 Adopted Budget	2010-11 Adopted Budget	Percentage of 2010-11 Budget	Percentage Increase (Decrease)
City of Memphis	\$ 78,275,806	\$ 78,275,805	6.54 %	0.00%
Shelby County	367,825,284	356,354,982	29.79 %	-3.12%
State of Tennessee	428,231,147	451,458,955	37.74 %	5.42%
Federal Government	178,677,481	252,682,622	21.12 %	41.42%
Other Local Sources	39,782,910	57,591,763	4.81 %	44.77%
Totals	\$ 1,092,792,628	\$ 1,196,364,127	100.00 %	9.48%



**IV. EXECUTIVE SUMMARY (cont'd)****D. BONDS**

The following debts are considered Quality Zone Academy Bonds. These bonds are a loan from the Environmental Protection Agency and are interest-free.

Date of Issue/ Maturity Date	Purpose of Issue	Amount of Issue	Amount Outstanding 6/30/2010	Principal Payments 2010-11	Total Payments 2010-11
Due to Federal Government:					
April 1991 to May 2011	School Asbestos Abatement	\$ 1,002,051	\$ 55,669	\$ 55,669	\$ 55,669
April 1992 to November 2011	School Asbestos Abatement	2,259,895	83,032	83,032	83,032
April 1993 to November 2011	School Asbestos Abatement	2,138,906	90,733	90,733	90,733
Due to State of Tennessee:					
June 2002 to 2016	Capital Improvements: Vocational Schools & Science Labs	6,651,638	2,850,704	475,117	475,117
June 2004 to 2018	Capital Improvements: Vocational Schools & Science Labs	1,084,000	650,399	72,267	72,267
Total		\$ 13,136,490	\$ 3,730,537	\$ 776,818	\$ 776,818
Changes in Long-Term Debt					
	Beginning Balance	\$ 3,730,537			
	Additions	-			
	Reductions	776,818			
	Ending Balance	\$ 2,953,719			

Note: Memphis City Schools does not have authorization to issue bond, and therefore, there is no legal debt capacity.

IV. EXECUTIVE SUMMARY (cont'd)

E. BUDGET DEVELOPMENT AND ADMINISTRATION

Budgets are developed in order to support District goals and strategic objectives. Budgets are prepared annually on a basis consistent with generally accepted accounting principles for the General Fund, Capital Projects Fund, Categorically-Aided Funds and Food Service Fund. The adopted annual budget serves as the foundation for the District's financial planning and control. Enrollment projections drive staffing and expenditure allocations for schools and are developed in November in order to begin the budgeting process.

The budget process consists of the following factors:

Planning and Compilation: The Superintendent and Internal Budget Committee involve appropriate staff members in the budget planning process. Budget planning is related to the District's goals, objectives and programs. It includes an assessment of existing programs and an examination of alternative program possibilities.

Requests: Based upon the educational plan, as approved by the Board, estimates of the appropriations needed to finance the educational program are made. These budgetary estimates are then summarized, supported and recommended to the Board.

Priorities: An integral part of the budget preparation procedure is projecting revenues. If the program needs or requests are in excess of the funds available, priorities must be determined by the Board and Superintendent.

Presentation to the Board and Publication: The proposed budget must be submitted to the Board along with a statement describing the major objectives of the educational programs to be undertaken by the District during the fiscal year.

Hearings: A review or hearing of the budget takes place at a Board meeting. At the meeting, the Board reviews the proposed budget and elicits from the citizenry constructive suggestions for improving the budget or hears any objections to the proposed budget prior to its final adoption.

Responsibility for Administering: The budget is managed by the Superintendent.

Methods and Procedures: The Superintendent is guided in the responsibility of budget management by the limitations as established by State law, budgetary restrictions and the policies as established by the Board. Management is responsible for maintaining budgetary controls to ensure that budgets are in compliance with the legal provisions of the State of Tennessee and within the annual appropriations adopted by the Board. Detailed line item budgetary reports are provided to the appropriate managers who have been delegated the responsibility for monitoring and controlling their respective budget allocations. The District's financial accounting system allows budget managers online access to their budget, expenditure and encumbrance information. An encumbrance system is utilized to measure the uncommitted funds available. Budgets are revised throughout the year to appropriately address variances that occur in enrollment, revenues, expenditures and unforeseen events.

IV. EXECUTIVE SUMMARY (cont'd)

E. BUDGET DEVELOPMENT AND ADMINISTRATION (concl'd)

In order to be fiscally accountable, the budget development process focuses on the reengineering of processes and realignment of functional assignments for greater efficiency and improved performance. Functional cost centers are charged with implementing measures for continuous improvement and seeking new revenue generators. A prudent review of alternative funding sources is emphasized to maximize and consolidate all resources.

Funding levels are reviewed to ensure compliance with Federal and State maintenance of effort requirements. An activist approach is taken in the budget development process. Typically, a thorough mid-year review is performed on each function's current year expenditures and operations to guide the development of the budget. Management then determines if funds should be realigned or redirected to another area. All line item costs are substantiated as adding value to the District or meeting State and Federal mandates. Each budget is scrutinized for potential cost savings. Additional dollars to support the academic agenda are approved in certain cost centers whenever offset by efficiency savings in another cost center.

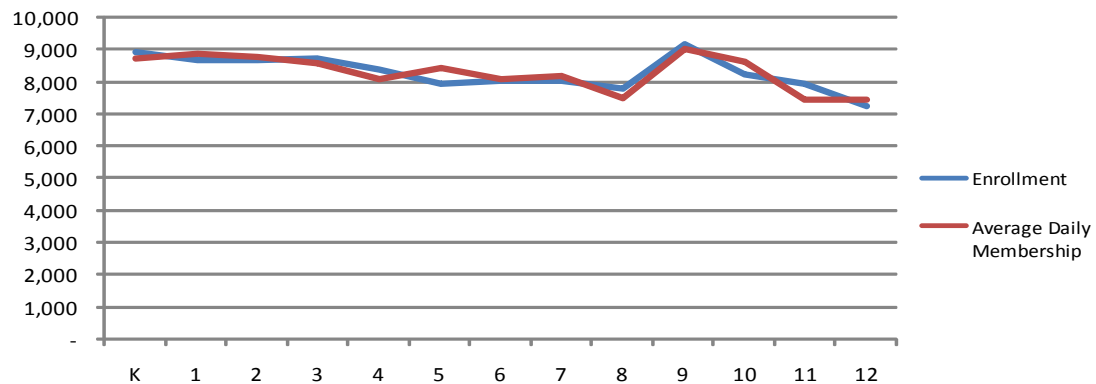
IV. EXECUTIVE SUMMARY (cont'd)

F. ENROLLMENT

Enrollment for fiscal year 2010-11 is projected to be 107,917, an increase of 0.8 percent over the prior year. The State of Tennessee calculates the District's Average Daily Membership (ADM) based on enrollment data submitted by MCS. For fiscal year 2010-11, ADM is projected to be 107,739.

2010-11 Projected Enrollment and ADM by Grade Level

Grade	Enrollment	Average Daily Membership
K	8,909	8,699
1	8,675	8,857
2	8,679	8,781
3	8,751	8,586
4	8,393	8,099
5	7,970	8,414
6	8,040	8,097
7	8,048	8,158
8	7,804	7,512
9	9,179	9,015
10	8,258	8,626
11	7,949	7,452
12	7,262	7,443
Totals	107,917	107,739



IV. EXECUTIVE SUMMARY (cont'd)**G. STAFFING LEVELS**

The District currently has budgeted for 12,972 full-time employees and 735 part-time employees for fiscal year 2010-11.

Staffing requirements for schools are determined by the use of a staffing model based on projected enrollment, the opening/closing of schools and other relevant factors. For fiscal year 2010-11, the total number of District employees is expected to be 13,707.

	Budgeted 2010-11
Full-Time Employees	
Officials/Administration/Management	87.50
Principals	188.00
Assistant Principals, Non-Teachers	156.00
Elementary Classroom Teachers	2,951.50
Secondary Classroom Teachers	2,766.83
Other Classroom Teachers	1,874.50
Guidance	256.00
Psychological	73.00
Librarian/Audiovisual	187.00
Consultants/Supervisors	60.00
Other Professional	406.60
Teachers' Aides	964.50
Technicians	168.25
Clerical/Secreterial	798.64
Service Workers	1,704.88
Skilled Crafts	192.00
Laborers - Unskilled	137.00
Total	12,972.20
Part-Time Staff Employees	
Professional Instructional	680.00
All Others	55.00
Total	735.00
Total Employees	13,707.20

IV. EXECUTIVE SUMMARY (cont'd)

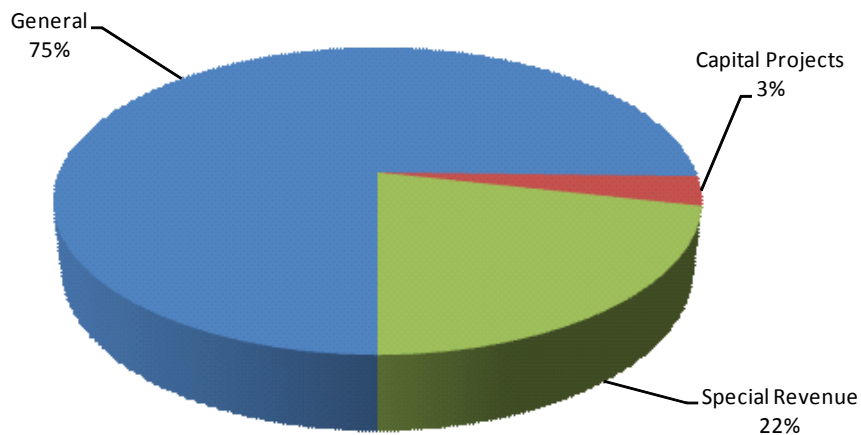
H. FINANCIAL OVERVIEW

The District started the fiscal year with \$173,017,453 of unaudited total fund balances. With \$1,196,364,127 in budgeted revenues and \$1,247,495,299 for appropriated expenditures, the District projects to end the year with approximately \$121,886,281 in total fund balances for an overall fund balance decrease of \$51,131,172 or 29.55 percent.

Memphis City Schools Highlights of the 2010-11 Adopted Budget Summary of Fund Balance (All Funds)

	Unaudited Fund Balances July 1, 2010	Revenues	Expenditures	Projected Fund Balances June 30, 2011
General	\$ 101,014,264	\$ 882,617,277	\$ 891,717,277	\$ 91,914,264
Capital Projects	43,140,521	59,012,744	98,408,266	3,744,999
Special Revenue	28,862,668	254,734,106	257,369,756	26,227,018
Total	<u>\$ 173,017,453</u>	<u>\$ 1,196,364,127</u>	<u>\$ 1,247,495,299</u>	<u>\$ 121,886,281</u>

2010-11 Projected Ending Fund Balances



IV. EXECUTIVE SUMMARY (cont'd)

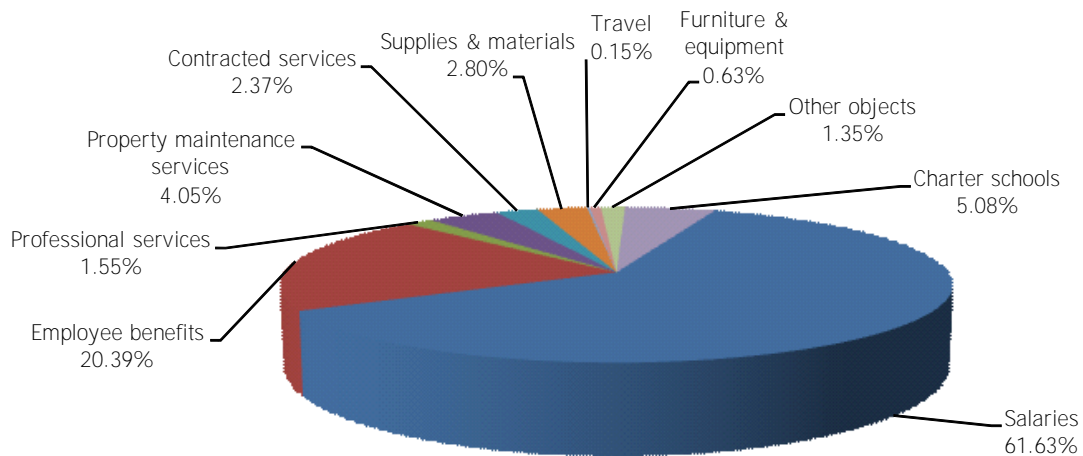
H. FINANCIAL OVERVIEW (cont'd)

The following charts and tables represent summaries of fiscal year 2010-11 expenditures for the General Fund, Capital Projects Fund and Special Revenue Funds.

Memphis City Schools Highlights of the 2010-11 Adopted Budget Expenditures General Fund – Fund 1

	2009-10 Adopted Budget	2010-11 Adopted Budget	Percentage of 2010-11 Budget	Percentage Increase (Decrease)
Salaries	\$ 540,726,023	\$ 549,567,991	61.63%	1.64%
Employee benefits	167,141,257	181,800,957	20.39%	8.77%
Professional services	17,883,306	13,855,762	1.55%	-22.52%
Property maintenance services	38,155,524	36,116,194	4.05%	-5.34%
Contracted services	23,607,007	21,102,379	2.37%	-10.61%
Supplies & materials	24,478,806	24,972,960	2.80%	2.02%
Travel	1,590,965	1,338,369	0.15%	-15.88%
Furniture & equipment	7,582,884	5,615,605	0.63%	-25.94%
Other objects	16,294,926	12,067,574	1.35%	-25.94%
Charter schools	37,548,313	45,279,486	5.08%	20.59%
Totals	\$ 875,009,011	\$ 891,717,277	100.00%	1.91%

2010-11 Adopted General Fund Expenditures



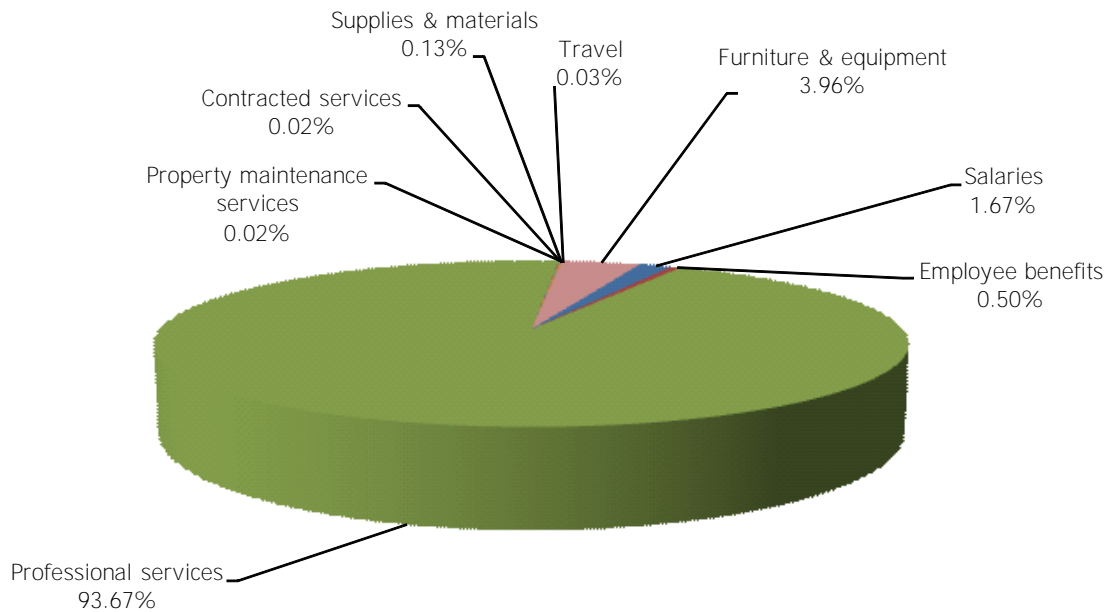
IV. EXECUTIVE SUMMARY (cont'd)

H. FINANCIAL OVERVIEW (cont'd)

Memphis City Schools Highlights of the 2010-11 Adopted Budget Expenditures Capital Projects Fund – Fund 2

	2009-10 Adopted Budget	2010-11 Adopted Budget	Percentage of 2010-11 Budget	Percentage Increase (Decrease)
Salaries	\$ 1,541,234	\$ 1,641,224	1.67%	6.49%
Employee benefits	448,344	491,910	0.50%	9.72%
Professional services	103,749,185	92,174,132	93.67%	-11.16%
Property maintenance services	21,169	22,000	0.02%	3.93%
Contracted services	114,287	20,000	0.02%	-82.50%
Supplies & materials	724,857	133,100	0.13%	-81.64%
Travel	52,294	27,000	0.03%	-48.37%
Furniture & equipment	8,468,099	3,897,500	3.96%	-53.97%
Other objects	1,693	1,400	0.00%	-17.31%
Totals	\$ 115,121,162	\$ 98,408,266	100.00%	-14.52%

2010-11 Adopted Capital Projects Fund Expenditures



IV. EXECUTIVE SUMMARY (cont'd)

H. FINANCIAL OVERVIEW (cont'd)

Below is a listing of the District's capital projects budgeted for fiscal year 2010-11. The following consist of new schools, renovations, maintenance and other projects.

Memphis City Schools Capital Plan Summary

Project #	Description	2010-11
220	Kate Bond Middle - New	\$ 13,138,672
221	Ross Elementary - Addition	3,487,510
223	Avon-Lenox Elementary Rehab	1,614,200
223	Avon-Lenox Elementary Rehab Expanded	1,726,350
227	Whitney Elementary HVAC	2,850,000
249	Wooddale High - Addition	2,151,017
250	Riverwood K-5 - New	1,675,523
268	Fairview Middle - Renovation Phase II	4,404,418
298	White Station High Renov/Add	12,271,698
TBD*	New SE Region Elementary	8,436,520
TBD*	Denver Elementary - Renov	2,759,556
TBD*	Cromwell Elementary - Renov	2,311,050
TBD*	Grandview Hts. Elementary	583,983
210	Facility Improvement	1,859,174
217	Comprehensive Planning	783,058
224	Shelby Oaks Elem - Roof	1,474,006
225	East High - Chillers & Pumps	689,058
226	Life Safety Upgrades	1,537,400
228	Evans Elementary - HVAC	1,827,000
229	Westside Middle - HVAC	974,286
261	ADA Maint. Improvements - Zone 1	1,480,085
262	ADA Maint. Improvements - Zone 2	2,693,909
263	ADA Maint. Improvements - Zone 3	2,391,643
264	ADA Maint. Improvements - Zone 4	4,832,232
299	ADA - Frayser, Kirby & Raleigh-Egypt	851,842
333	Capital Maint Unallocated	2,210,058
339	ADA & Deferred Maintenance - Sherwood Elem	433,344
340	ADA & Deferred Maintenance - Double Tree Elem	326,581
341	ADA & Deferred Maintenance - Riverview Middle	607,926
346	ADA Georgian Hills Middle	1,146,644
347	ADA & Deferred Maintenance - Klondike Elem	208,983
349	ADA JP Freeman Middle	229,632
350	ADA Oakhaven Elementary	159,634
351	ADA Ross Elementary	154,740
371	Window Replacements (Multiple Sites)	1,565,000
372	Renovation of Technology Training Center	810,148
373	Mechanical Boilers & Air Conditioning (Multiple Sites)	2,277,272
389	ADA & Deferred Maint. - Cherokee Elem	1,341,960
391	ADA & Deferred Maint. - Treadwell Elem	309,737
392	ADA & Deferred Maint. - Lakeview Elem	269,189
393	ADA & Deferred Maint. - Westhaven Elem	246,409
394	ADA & Deferred Maint. - Westwood Elem	300,904
395	ADA & Deferred Maint. - Coming Elem	466,284
396	ADA & Deferred Maint. - Vollentine Elem	838,520
TBD*	Craigmont High - HVAC	2,138,408
TBD*	Whitehaven High - HVAC	552,806
TBD*	Guthrie Elementary	257,473
TBD*	Various Deferred Maintenance	382,767
000	Undesignated	2,369,657
	Total Projects	\$ 98,408,266

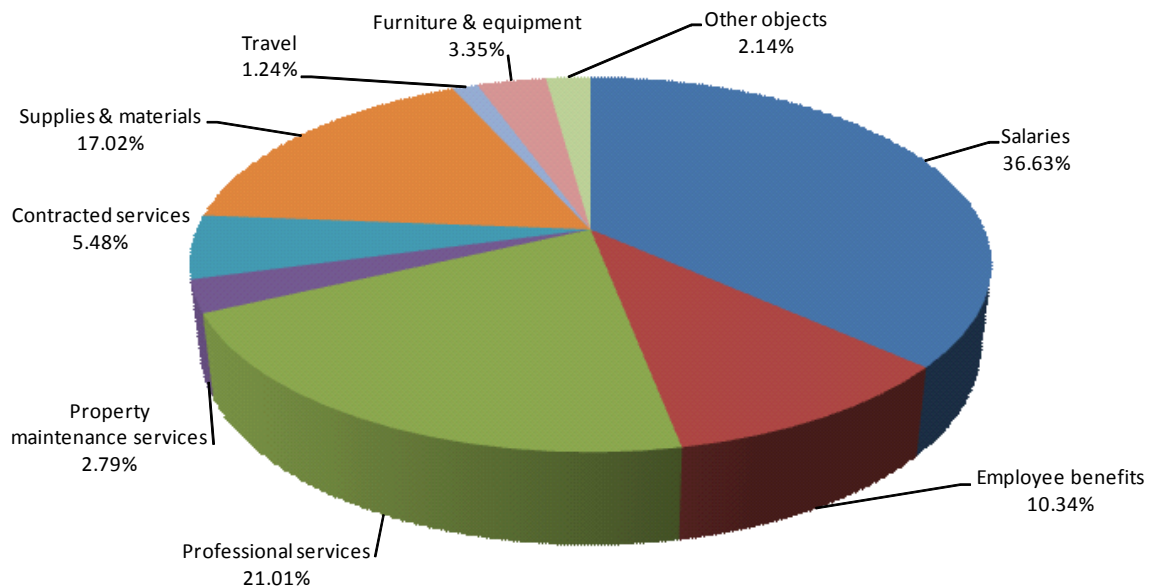
*To be determined

IV. EXECUTIVE SUMMARY (cont'd)

H. FINANCIAL OVERVIEW (cont'd)

Memphis City Schools Highlights of the 2010-11 Adopted Budget Expenditures Special Revenue Funds – Funds 4, 5 and 6

	2009-10 Adopted Budget	2010-11 Adopted Budget	Percentage of 2010-11 Budget	Percentage Increase (Decrease)
Salaries	\$ 82,110,467	\$ 94,274,957	36.63%	14.82%
Employee benefits	23,542,387	26,605,086	10.34%	13.01%
Professional services	24,486,667	54,072,086	21.01%	120.82%
Property maintenance services	3,136,714	7,177,456	2.79%	128.82%
Contracted services	11,821,799	14,107,381	5.48%	19.33%
Supplies & materials	33,554,755	43,796,873	17.02%	30.52%
Travel	1,635,961	3,206,980	1.24%	96.03%
Furniture & equipment	7,941,264	8,624,003	3.35%	8.60%
Other objects	3,163,475	5,504,934	2.14%	74.02%
Totals	\$ 191,393,489	\$ 257,369,756	100.00%	34.47%



IV. EXECUTIVE SUMMARY (cont'd)

H. FINANCIAL OVERVIEW (concl'd)

Memphis City Schools Local Revenue Capacity Tax Rates and Trends

Taxes are assessed as of January 1 and are due on June 1 for the City and October 1 for Shelby County. The chart below includes data on tax rates for informational purposes. MCS does not have taxing authority and is not responsible for the collection or the monitoring of the collection of taxes.

Tax Rates per \$100 Assessed Value

Fiscal Year				City	
	City	County	Total	Allocation to School District	County Allocation to Schools
2001	\$ 3.37	\$ 3.54	\$ 6.91	\$ 0.895	\$ 1.68
2002	3.23	3.79	7.02	0.858	2.03
2003	3.23	3.79	7.02	0.858	2.03
2004	3.23	4.04	7.27	0.858	2.03
2005	3.23	4.04	7.27	0.858	2.03
2006	3.43	4.04	7.47	0.827	2.02
2007	3.43	4.04	7.47	0.827	2.02
2008	3.43	4.04	7.47	0.827	2.02
2009	3.25	4.04	7.29	0.190	2.02
2010	3.20	4.02	7.22	0.190	1.98

Source: City of Memphis Finance Department

IV. EXECUTIVE SUMMARY (cont'd)

I. BENCHMARKS AND PERFORMANCE RESULTS

The Tennessee Education Improvement Act of 1992 established accountability standards for all public schools in the State and required the Department of Education to produce a Report Card for the public to assess each year. Tennessee State law (Tennessee Code Annotated §49-1-601) has since been amended to match regulations in No Child Left Behind (NCLB) for meeting required Federal benchmarks for all schools, school systems and the State. Additionally, the State Board of Education has revised its performance standards and requirements to meet performance criteria in the Federal law.

The goal of NCLB is to ensure that all students in all schools are academically proficient in math, reading and language arts by 2014. Until that time, schools, school systems and the State will be measured on their ability to move toward that goal. In other words, schools, school systems and the State must show that a greater percentage of its students are meeting required proficiency standards.

Schools, school systems and the State must meet proficiency benchmarks in nine subgroups, including five race/ethnicity groups; students with disabilities; limited English proficient students; economically disadvantaged students; and the school as a whole. Schools and school systems that do not meet the required Federal benchmarks for one year are assigned the status of "Target." Schools and school systems that do not meet the Federal benchmark for two or more consecutive years in the same category are assigned the status of "High Priority."

Federal Benchmarks for Achievement

Elementary/Middle School Level Benchmarks				High School Level Benchmarks			
School Year	Reading/ Language	Math	Attendance Rate	School Year	Reading/ Language	Math	Attendance Rate
2002-03 through 2003-04	77%	72%	93%	2002-03 through 2003-04	86%	65%	90%
2004-05 through 2006-07	83%	79%	93%	2004-05 through 2006-07	90%	75%	90%
2007-08 through 2009-10	89%	86%	93%	2007-08 through 2009-10	93%	83%	90%
2010-11 through 2012-13	94%	93%	93%	2010-11 through 2012-13	97%	91%	90%
2013-14	100%	100%	93%	2013-14	100%	100%	90%

IV. EXECUTIVE SUMMARY (cont'd)

I. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)

Memphis City Schools 2009 Report Card

+ Met Federal Benchmark			✗ Did not meet Federal Benchmark				<45 not reported since fewer than 45 students		
Elementary/Middle AYP Summary									
	All	African American	Asian/Pacific Islander	Hispanic	Native American	White	Economically Disadvantaged	Students with Disabilities	Limited English Proficient
Math									
% Tested	+	+	+	+	<45	+	+	+	+
% Proficient/Adv	+	+	+	+	<45	+	+	+	+
Reading/Language Arts/Writing									
% Tested	+	+	+	+	<45	+	+	+	+
% Proficient/Adv	✗	✗	+	+	<45	+	✗	✗	✗
Additional Indicator									
Attendance Rate									
Met AYP?									

+ Met Federal Benchmark			✗ Did not meet Federal Benchmark				<45 not reported since fewer than 45 students		
High School AYP Summary									
	All	African American	Asian/Pacific Islander	Hispanic	Native American	White	Economically Disadvantaged	Students with Disabilities	Limited English Proficient
Math									
% Tested	+	+	+	+	<45	+	+	+	+
% Proficient/Adv	✗	+	+	+	<45	+	✗	✗	✗
Reading/Language Arts/Writing									
% Tested	+	+	+	+	<45	+	+	+	+
% Proficient/Adv	✗	+	+	+	<45	+	✗	✗	✗
Additional Indicator									
Graduation Rate	✗								
Met AYP?	✗								

Source: Tennessee Department of Education 2009 Report Card

Note: There are fifteen districts of the 136 in Tennessee that are in Target status for fiscal year 2009-10. One National comparison: in Charlotte Mecklenburg (NC), 111 out of 163 schools (68 percent) made AYP, versus 102 out of 189 (54 percent) for Memphis City Schools. The 2010 Report Card is expected to be issued in December 2010.

AYP Results and NCLB Status: A Six-Year Look

	K8	HS	Status for the following year
Met AYP 2009	N	N	Target
Met AYP 2008	Y	N	Good Standing
Met AYP 2007	N	N	Target
Met AYP 2006	Y	N	Good Standing
Met AYP 2005	Y	Y	High Priority: School Improvement 1 - Improvement
Met AYP 2004	N	N	High Priority: School Improvement 1

The link between the budget process and student achievement allows the District the opportunity to provide additional resources, support and staff to enhance student achievement at schools that are considered low performing or in this case, Striving Schools. Additional monies are allocated through various funding sources.

IV. EXECUTIVE SUMMARY (cont'd)

I. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)

The State provided MCS additional funding through grants such as First to the Top and the School Improvement Grant to support the schools that were in High Priority and specifically those schools that were identified as being persistently low performing; this will allow the District to hire literacy and math coaches to support the schools in academic areas where AYP (Adequate Yearly Progress) benchmarks were not achieved.

The relationship between NCLB and Striving Schools is that the schools that make up the Striving Schools did not meet all NCLB academic/non-academic requirements. The requirements were academic proficiency in reading/language arts and mathematics, attendance and graduation. Not all NCLB Schools are considered Striving Schools. However, in July 2010, the Superintendent decided that in order to move the District into improvement and not allow any of the schools to move into an Achievement School District (ASD) status and beyond, the Striving Schools Zone was created. The Striving School Zone is made up of all the schools on the NCLB High Priority list. Once a school is designated high priority, it must meet that AYP benchmark for two years in a row to move into Good Standing. Essentially, it takes two years to get on the list and two years to get off.

With First to the Top, there are funds earmarked to address improving the most challenging schools. Increased staffing, additional academic support for students, teachers and school leaders, extended learning time, stipends, performance incentives and professional development for teachers should help move these schools into improvement. Based on the previous directives from the State to give additional support to the schools that were High Priority, MCS, with enthusiasm and a dedication immediately focused on the directives, assembled a District-level inter-departmental team to address the State mandates and established a communication plan that ensured schools were fully aware of the requirements. The identified schools were recognized as Striving Schools. These schools received additional support as outlined in each school's State report. Special emphasis was placed on staffing these schools with Highly Qualified teachers and effective principal leadership.

The central focus was around sound, research-based instructional practices. To ensure that these mandates were implemented without fragmentation, a District-level academic team was assembled, which consisted of an Achievement School District (ASD) Management Team and a Striving School Zone Management Team. Their responsibilities were and continue to be creating systemic approaches to supporting these schools, carrying out State mandates and moving these schools into Good Standing. In order to accomplish this, there was and continues to be emphasis placed on providing real-time data, timely feedback through walk-throughs by cross-functional teams and regularly scheduled meetings with principals, assistant principals, exemplary educators, literacy coaches, mathematics coaches and instructional facilitators. These meetings included and continue to include 20-day data report-outs, monthly cluster meetings with academic coaches and monthly principal meetings. In addition to the teams mentioned above, many of these mandates were carried out and continue to grow in strength by building relationships with school stakeholders, Edvantia, The New Teacher Project, Model Staffing Initiative, Efficacy Institute, MEA and Simplex Learning.

For the 2010-11 school year, there will be 28 schools considered High Priority according to the rules of NCLB. These schools will make up the Striving School Zone. These schools will be divided into two priorities: Improvement 1 (eight ASD schools) and Restructuring 1 (twenty High Priority schools).

IV. EXECUTIVE SUMMARY (concl'd)

I. BENCHMARKS AND PERFORMANCE RESULTS (concl'd)

The ASD schools were established by the State. Through their application for First to the Top Funding, these schools were established as “a groundbreaking approach that will capitalize on newly created authority of the Commissioner, best practice research on successful school turnaround and an unprecedented partnership with nonprofit groups.”

The State outlined in its First to the Top plan that these schools would be removed from their designated district (MCS) and placed under the direction of the Commissioner of Education.

These schools would also be a part of a Statewide district that will empower a new set of leaders to carry out dramatic strategies to enact powerful changes in these schools. The ASD would consist of fifteen schools in the State, (eight MCS schools) identified as “persistently” lowest achieving in Tier 1, as well as three schools that are in the second year of Restructuring and beyond according to Tennessee’s accountability rules. MCS was given a timeline of one year to improve these eight schools. These schools will remain a part of the ASD for four years.

Achievement School District:

Frayser High
Hamilton High
Kingsbury High
Manassas High

Sheffield High
Northside High
Raleigh-Egypt Middle
Trezevant High

Restructuring:

Booker T. Washington High
Cherokee Elementary
Wooddale High

Striving Schools:

Alcy Elementary
Craigmont High
Cypress Middle
Dunbar Elementary
Egypt Elementary
Evans Elementary
Fairley Elementary
Fairview Middle
Georgia Avenue Elementary

Georgian Hills Elementary
Getwell Elementary
Caldwell-Guthrie Elementary
Hamilton Middle
Hillcrest High
Lester Elementary
Ross Elementary
Vollentine Elementary

Schools identified as ASD will receive Extended Learning Day (students and teachers), which began October 4, 2010. Incentives for these schools include: Hard-to-Staff Stipends for Principals, Performance-Based Incentives, Extended Year for Teachers (five additional professional development days for teachers and specific content teachers), a Unique Secondary Literacy Program and New Interventions for Math and Science. MCS is awaiting additional directives and approval of the Memorandum of Understanding as the District moves forward with the State.

V. AWARDS AND RECOGNITIONS

Each year, MCS proudly recognizes students, teachers, faculty members and departments for outstanding achievements. Accomplishments for fiscal year 2009-10 are listed below. The District has also included the fiscal year 2010-11 National Merit Scholarship Program semi-finalist which was available at the time of this document's publication.

Kristina White, an 11 year old former student at Sherwood Elementary School, wrote a handwritten letter to an executive vice-president at Hewlett Packard asking if the company would consider making a donation to the school. The company responded within two weeks with over \$72,000 worth of computers, cables, wiring and professional development for staff members for a computer lab. Kristina was recognized by the Board on July 20, 2009.

The Board presented Ms. Melissa Collins, a second-grade teacher at John P. Freeman Optional School, a Certificate of Recognition on being recently named a recipient of the Presidential Award for Excellence in Mathematics and Science Teaching. This is the highest recognition that a kindergarten through grade 12 mathematics or science teacher may receive for outstanding teaching in the United States. Ms. Collins was recognized by the Board on August 17, 2009.

Tommie McCarter, former principal of Westwood High School, was named a Principal of the Year finalist on August 24, 2009.

Demitri Hester, a senior at Hamilton High School, placed fourth in the nation in Public Speaking. He was recognized by the Board on September 21, 2009.



Deidra Shores, a 13 year old student at Colonial Middle School, was named NBC's Kid Reporter on November 12, 2009. The Board recognized Deidra Shores on November 23, 2009.

White Station High School won the State 6A High School Football Championship on December 6, 2009. This win marked the first time in the school's history that White Station has won the State championship. Julian Burton was named MVP for both defense and offense, and this is only the third time in the history of the Tennessee Secondary School Athletic Association (TSSAA) that both MVP honors have gone to the same player. White Station High School was recognized by the Board on January 25, 2010.

Melrose High School won the Class AM State Basketball Championship on March 20, 2010. This was Melrose's first basketball title since 1983. This win marks the school's fourth State basketball championship. The Melrose High School Golden Wildcats were recognized by the Board on April 19, 2010.

The Finance Department received an inaugural Certificate of Achievement for Excellence in Financial Reporting for its 2009 Comprehensive Annual Financial Report from the Government Finance Officers Association (GFOA) on May 6, 2010.

The Finance Department received an inaugural Certificate of Excellence in Financial Report for its 2009 Comprehensive Annual Financial Report from the Association of School Business Officials International (ASBOI) on June 6, 2010.

V. AWARDS AND RECOGNITIONS (cont'd)

National Merit Scholarship Program: To become a finalist, a semifinalist must have an outstanding academic record throughout high school, be endorsed and recommended by the high school principal and earn SAT scores that confirm the student's earlier performance on a qualifying test. The semifinalist and a high school official must submit a detailed scholarship application, which includes the student's essay and information about the semifinalist's participation and leadership in school and community activities. National Merit Scholarship Corporation (NMSC), a not-for-profit organization that operates without government assistance, was established in 1955 specifically to conduct the annual National Merit Scholarship Program. The program aims to honor individual students who show exceptional academic ability and potential for success in rigorous college studies.

2010 NATIONAL MERIT SCHOLARSHIP PROGRAM – SEMIFINALISTS

Morgan Adams, White Station High
Sonali Dasgupta, White Station High
Jonathan Edelman, White Station High
Madeleine Haddock, White Station High
Sunanda Mattancheril, White Station High
Christian Ruiz, White Station High

Si Shen, White Station High
Danielle Smith, White Station High
Harlan Stark, White Station High
Graham Whittington, White Station High
Megan Wu, White Station High

2011 NATIONAL MERIT SCHOLARSHIP PROGRAM – SEMIFINALISTS

Sheun Aluko, White Station High
Charles L. Blankenship, White Station High
Brendan H. Cullen, White Station High
David M. Dohan, White Station High
LaDarrious D. Dortch, White Station High
Jacob S. Geiger, White Station High
Ashwini D. Joshi, White Station High
Alyson M. Lee, White Station High
Joshua H. Wang, White Station High

Rena A. Lu, White Station High
Alexandra R. Moffitt, White Station High
Cecelia D. Ralston, Central High
Luke D. Ramsey, White Station High
Anna E. Rollososon, White Station High
Sandhya Sridhar, White Station High
David Sun, White Station High
Gina H. Sun, White Station High

National Achievement Scholarship Program: The National Achievement Scholarship Program, conducted by NMSC, is a privately-financed academic competition that operates without government assistance. It was initiated in 1964 to recognize academically promising African-American students throughout the nation and to provide scholarships to a substantial number of the most outstanding program participants. To date, over 29,500 students have received National Achievement Scholarship awards worth \$94,000,000.

SEMIFINALISTS IN THE 2010 NATIONAL ACHIEVEMENT SCHOLARSHIP PROGRAM

Vanessa Diggs, Central High
Anthony Greer, White Station High
Kevaughn Griffith, White Station High
Alexandria Hubbard, Overton High
George Miller, White Station High

Hamdi Sherif, White Station High
Tiara Stewart, Overton High
Julian Richardson, White Station High
Larry Woodley, White Station High

V. AWARDS AND RECOGNITIONS (concl'd)

2009 MID-SOUTH FAIR STUDENT ART CONTEST TOP AWARD WINNERS

Annie Do, Cordova High – *Memphis College of Art \$3,500 Scholarship & Memphis-Germantown Art League Merit Award*

Lisa Zhou, White Station High – *Best of Show Award - Grades 10-12 Division & Overall Best of Show*

Megan Wallace, East High – *Memphis College of Art \$3,500 Scholarship*

Sean Winfrey, Overton High – *Memphis College of Art \$3,500 Scholarship*

NATIONAL BOARD CERTIFIED TEACHER AWARD WINNERS
(November 2009)

Barbara Bennett, Hickory Ridge Elementary
Michelle Biggs, Keystone Elementary
Michelle K. Brown, Snowden K-8
Timothy Cain, Downtown Elementary
Melodi Croom, Keystone Elementary
Nova Dillard, William Herbert Brewster Elementary
Chandra Fouse, Whitehaven High
Suzanne Garverick, Downtown Elementary
Karen Goss (Moody), Riverwood Elementary
Jerry Graham, East High
Melissa Green, Coleman Elementary
Shelia Harrison, William Herbert Brewster Elementary
Rita Lander, Westside Middle
Sherill Lindsay, Rozelle Elementary

Janis Pankey, Downtown Elementary
Tasha Shortie, Scenic Hills Elementary
Demetria Sinclair (Bobo), Winridge Elementary
Tracie Stage, Keystone Elementary
Jeffrey Taylor, Martin Luther King Transition Center
Maritha Thomas, Richland Elementary
Laura Thompson, Oakshire Elementary
Melissa Troxler, Scenic Hills Elementary
Stephanie D. Walton, Coleman Elementary
Martha Watkins, Trezevant CTC
Jessica L. White, Keystone Elementary
Princess Wilbern, Jackson Elementary

ORGANIZATIONAL SECTION

The Organizational Section of the budget includes the following information:

- I. FINANCIAL STRUCTURE OF THE DISTRICT
 - A. Legal Status and Authority
 - B. Description of the Reporting Entity
 - C. Geographical Area Served
 - D. Charter Schools
 - E. Fund Structure
 - F. Classification of Revenues and Expenditures
 - G. Basis of Accounting
- II. ADMINISTRATIVE ORGANIZATIONAL CHART
- III. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS
- IV. FISCAL MANAGEMENT GOALS
- V. FINANCIAL POLICIES
 - A. Balanced Budget
 - B. Procurement
 - C. Internal Accounting Controls
 - D. Risk Management
 - E. Cash Management and Investments
 - F. Debt Limits
- VI. BUDGET DEADLINES AND SCHEDULES
- VII. BUDGET PLANNING AND PREPARATION CALENDAR 2010-11
- VIII. BUDGET POLICIES AND PRACTICES
- IX. LAWS AFFECTING THIS BUDGET
 - A. Budget Adoption
 - B. Financial Reporting and Audit Requirements

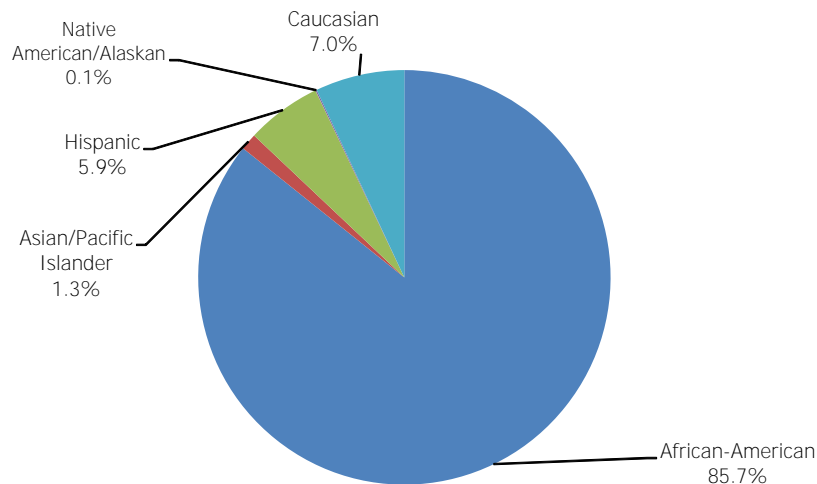
I. FINANCIAL STRUCTURE OF THE DISTRICT

A. LEGAL STATUS AND AUTHORITY

Memphis City Schools (MCS or District) is a component unit of the City of Memphis, which is defined as the oversight entity by Governmental Accounting Standards Board (GASB) Codification Section 2100. Reporting for the District follows the criteria established by the GASB. The District is governed by a nine-member Board of Commissioners (Board) that is elected by the citizens of Memphis. The legal basis for education in Tennessee is expressed in the State Constitution and State statutes, as interpreted by the courts. Boards are instruments of the State, and members of the Board are State officers representing local citizens and the State in the management of the public schools. The governing body is the Board of Education, serving residents within the boundaries of the District and non-residents under conditions specified by State law and the Board.

B. DESCRIPTION OF THE REPORTING ENTITY

MCS is Tennessee's largest school district. The City of Memphis was incorporated in 1826. The City currently occupies a land area of 340.5 square miles and serves a population of approximately 676,640. The District ranks as the 23rd largest public school system in the United States. Enrollment is approximately 107,917 in grades kindergarten through grade 12. The District also serves pre-kindergarten (pre-K) students. The chart below represents the District's student demographics.



Source: Tennessee Department of Education 2009 System Report Card

I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**B. DESCRIPTION OF THE REPORTING ENTITY (concl'd)**

The District encompasses 209 schools, including regular schools, charter schools, career and technology centers (CTCs), special education centers (SPEDs) and alternative schools. Forty-four schools are Optional Schools or offer Optional Programs that provide parents choices in selecting a public education that best suits their child. In addition, MCS has 207 pre-kindergarten classrooms; 57, of which, are within community partner locations.

The District employs over 7,500 teachers, with more National Board Certified Teachers than any other District in the State. National Board Certified Teachers are teachers who have earned the highest certification standard a teacher can attain.

Government, trade, healthcare services, hospitality, warehousing, transportation and utilities are all prominent in the regional economy. The City of Memphis is located within 600 miles of most major cities and commercial markets in the United States. As a result of its central location and access to the interstate, Mississippi River, rail and airport, the City is a major hub for distribution.

The Memphis economy has shown some signs of expansion, but significant weakness remains. Retail sales reports for July and early August were mostly negative among general retailers, but mostly positive among car dealers. The sales outlook for September and October was mixed among the general retailers and mostly optimistic among the car dealers.

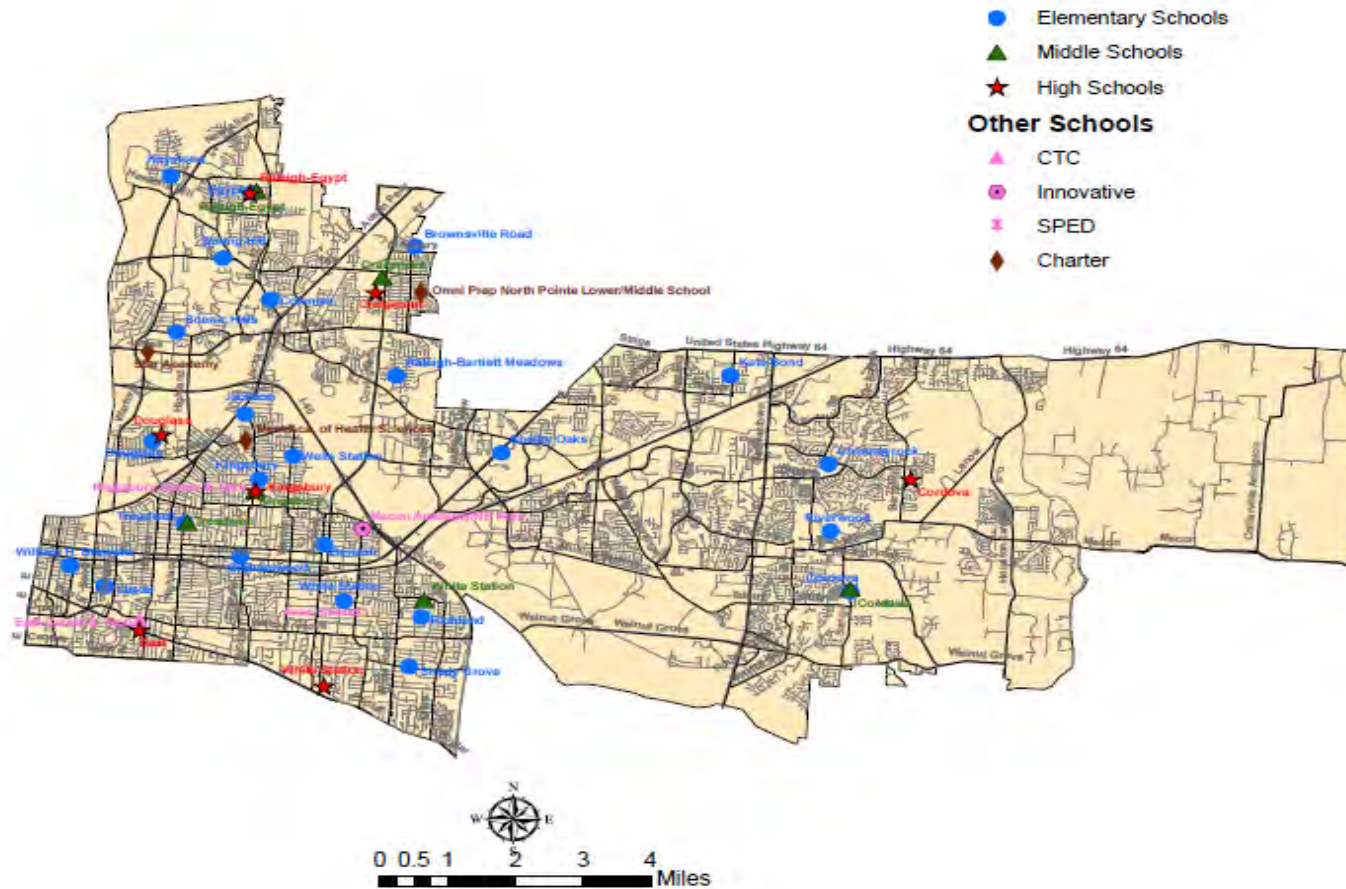
Manufacturing activity has continued to improve since last year with more announcements of new jobs and plant openings than job layoffs and plant closings. Compared to July 2009, home sales were one percent lower and single-family housing permits were 23 percent above the extremely low levels of 2009. Unemployment statistics in the local economy closely resemble those of the State. The unadjusted September unemployment rate for Tennessee was 9.5 percent, 0.1 percentage point lower than September U.S. rate of 9.6 percent. The unadjusted August unemployment rate for Memphis was 9.6 percent.



I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

C. GEOGRAPHICAL AREA SERVED (cont'd)

MCS Northeast Region Map



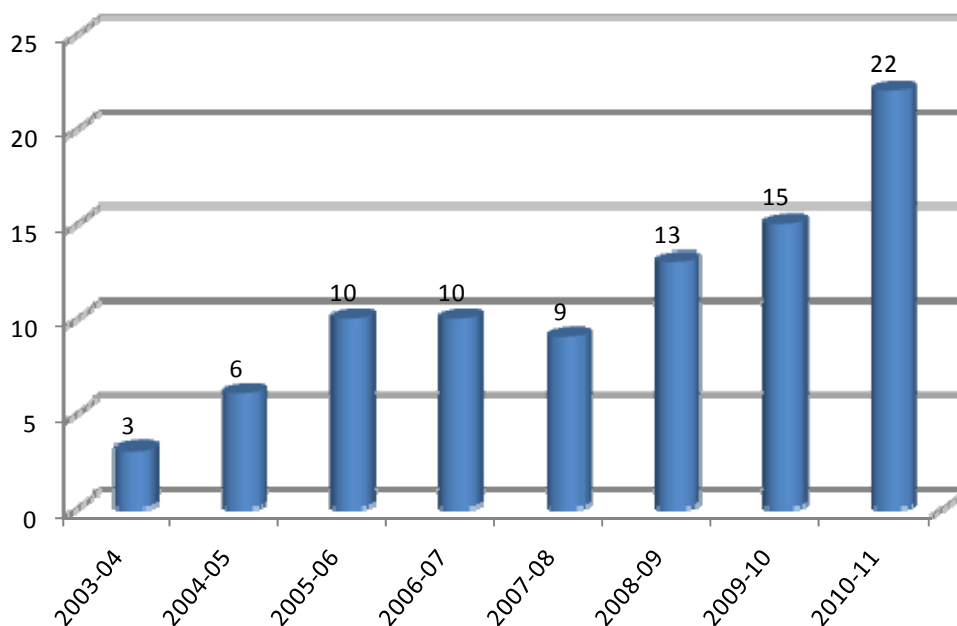
I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

D. CHARTER SCHOOLS

In 2002, the State of Tennessee passed the Tennessee Public Charter Schools Act. The Act permits the Board to authorize the establishment of public charter schools with the primary purpose of improving the learning for all students and closing the achievement gap between high and low performing students. An agreement must be entered into between the sponsor of the charter school and the Board. The charter is approved for an initial period of ten years but can be revoked by the Board or the State if the school violates certain requirements of the Act. Each school must be operated by a not-for-profit organization with exemption from Federal taxation under 501(c)(3) of the Internal Revenue Code and is responsible for establishing their own governing body separate from that of the Board. The charter schools are supported by the Board as a pass-through from State and local funding sources.

Memphis City Schools has grown from three charter schools in fiscal year 2003-04 to 22 in fiscal year 2010-11. Davidson County Public Schools (Nashville) has five charter schools and Chattanooga Public Schools has two. There are no other charter schools in the State of Tennessee.

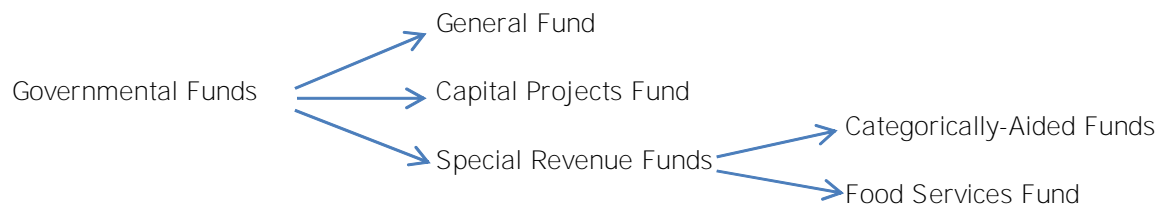
MCS Charter Schools' Historical Growth



I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

E. FUND STRUCTURE

The accounts of the District are maintained in accordance with the principles of fund accounting to ensure observance of limitations and restrictions on the resources available. The principles of fund accounting require that resources be classified for accounting and reporting purposes into funds in accordance with the activities or objectives specified for those resources. Each fund is considered a separate accounting entity, and its operations are accounted for in a separate set of self-balancing accounts that comprises its assets, liabilities, fund equity, revenues and expenditures. The District operates three major funds and one non-major fund. The third major fund is the Categorically-Aided Funds and the non-major fund is the Food Service Fund.



Although accounts are separately maintained for each fund in the accompanying financial statements, funds that have similar characteristics have been combined into generic fund types that are further classified into broad fund categories. A description of the fund types used by the District are as follows:

General Fund – The General Fund accounts for funds to operate and maintain all public schools in MCS. It is used to account for all financial resources except those required to be accounted for in another fund.

Capital Projects Fund – The Capital Projects Fund accounts for transactions related to resources obtained and used for the acquisition, construction or improvement of capital facilities.

Special Revenue Funds – The Special Revenue Funds account for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes and includes:

Categorically-Aided Funds – account for the funds the Board receives from various agencies, which are to be spent for specified proposes based upon contractual agreements. These funds are restricted and the Categorically-Aided Funds are used to ensure these funds are segregated from other funds.

Food Service Fund – accounts for the financial operations of preparing and serving regular and incidental meals, lunches and snacks in connection with school functions. Revenue is provided primarily from governmental agencies, which is to be spent specifically for the cafeterias. Thus, these funds are restricted, and the Food Service Fund is used to ensure these funds are segregated from other funds.

All funds are subject to appropriation except the District's Internal Service Funds, categorized as Proprietary Funds. The State does not require budgets for these funds.

I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**F. CLASSIFICATION OF REVENUES AND EXPENDITURES**

Revenues of the District are classified by source within a fund. Revenues are grouped into major categories. The major categories, along with the specific revenue sources, are:

City of Memphis:

- *City Funding*
- *Court fines - drug rehabilitation*
- *Moving traffic violations' fines*

Shelby County:

- *Current property tax*
- *Delinquent property tax*
- *Exempt property in lieu of tax*
- *Alcoholic beverage tax*
- *In lieu of tax Memphis Light, Gas & Water*
- *Privilege tax*
- *Transfer in - uptown re-development*
- *Wheel tax*

State of Tennessee:

- *Basic education program*
- *Basic education program – charter school capital*
- *Career teacher program*
- *Extended contract (career ladder)*
- *Driver education*
- *Mental health - alcohol and drug services*
- *State Fiscal Stabilization Fund (SFSF) grants*
- *Other*

Federal Government:

- *Adult basic education*
- *Indirect costs*
- *Reserve Officers' Training Corps (R.O.T.C.) reimbursement*

Other Local Sources:

- *County sales tax*
- *Earnings from investments*
- *Judgment recovery*
- *Miscellaneous*
- *Rental of facilities*
- *Stadium receipts*
- *Tuition*

I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**F. CLASSIFICATION OF REVENUES AND EXPENDITURES (concl'd)**

Expenditures of the District are classified by fund, function and object. The primary presentation in the document is by function and object. Expenditures, by function and object code, are:

Functions

- *Instruction*
- *Instructional support*
- *Student support*
- *Office of principal*
- *General administration*
- *Fiscal services*
- *Other support services*
- *Student transportation*
- *Plant services*
- *Community service*
- *Charter schools*
- *Retiree benefits*
- *Food service*
- *Debt service - principal and interest*
- *Capital outlay*

Object Codes

- *Salaries*
- *Employee benefits*
- *Professional services*
- *Property maintenance services*
- *Contracted services*
- *Supplies & materials*
- *Travel*
- *Furniture & equipment*
- *Other objects*
- *Charter schools*

I. FINANCIAL STRUCTURE OF THE DISTRICT (concl'd)**G. BASIS OF ACCOUNTING**

The accrual basis of accounting is used in the government-wide financial statements. Under the accrual basis of accounting, revenues are recognized when earned, and expenses are recorded when the liability is incurred or economic asset is used. Revenues, expenses, gains, losses, assets and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place.

The fund financial statements, the General Fund, Special Revenue Funds and Capital Projects Funds, are prepared on the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized in the accounting period in which they become susceptible to accrual, which is defined as being both measurable and available to finance expenditures of the current fiscal period. Expenditures are recognized on the accrual basis. Revenues susceptible to accrual under the modified accrual basis are principally:

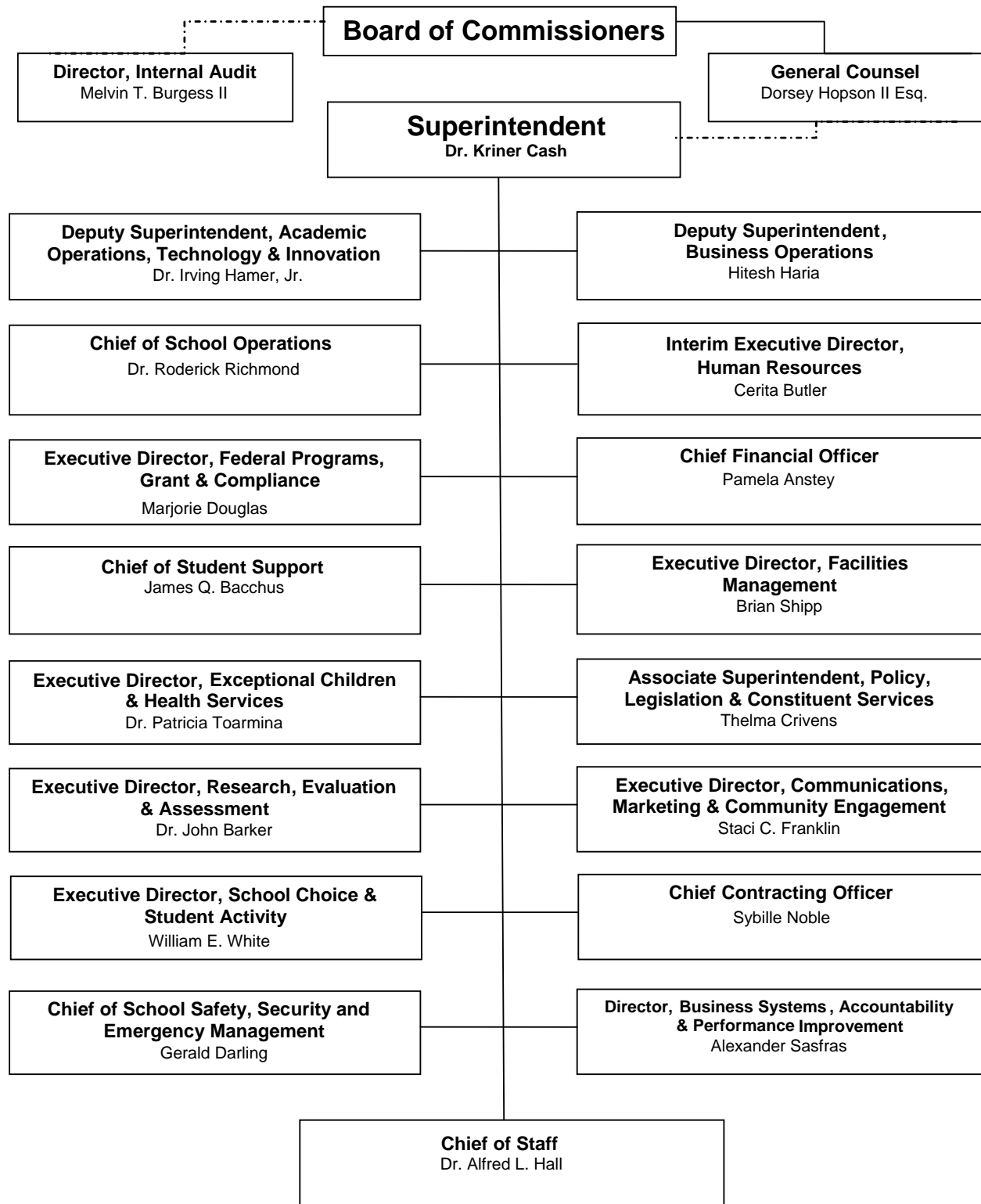
- a. Property taxes collected by the City of Memphis and Shelby County but not yet remitted to the Board
- b. Grants and subsidies from other governments, to the extent measurable and available
- c. Interest earned on investments as of year-end

The proprietary funds utilize the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when the liability is incurred or economic assets used. Operating revenues and expenses generally result from providing services in connection with a proprietary fund's principal ongoing operations. All other revenue is considered non-operating revenue.

When both restricted and unrestricted resources are available for use, it is the Board's policy to use restricted resources first, then unrestricted resources as they are needed.

For budgetary reporting purposes, the encumbrance method of accounting for expenditures is used for the General, Special Revenue and Capital Projects Funds. Under this method, commitments represented by purchase orders, contracts and repair authorizations, except for those related to inventory purchases, are recorded as expenditures in addition to actual expenditures incurred.

II. ADMINISTRATIVE ORGANIZATIONAL CHART



III. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS

MCS mission statement is **Academic Achievement: # 1.**

The vision of MCS is that the District will be an internationally competitive urban school system that produces well-rounded, high-achieving students. Our strategic goals are centered on student achievement, accountability, parent and community involvement, healthy youth development, safety and discipline and diversity.

Core Beliefs:

- We **believe** in and **commit** to **ALL** children achieving at high global academic standards.
- We **believe** in and **commit** to respecting and embracing cultural, social, intellectual and economic diversity and empowering **ALL** students and staff to reach their full potential.
- We **believe** that school culture and staff have a profound impact on student achievement and **commit** to hiring and supporting quality teachers, principals and staff.
- We **believe** school safety is essential for a productive teaching and learning environment and **commit** to providing safe schools.
- We **believe** in and **commit** to being a high-performing organization that establishes a culture of continuous improvement, transparency and accountability at all levels.
- We **believe** that strong public support is essential for **ALL** students to excel and **commit** to developing productive and mutually beneficial family, District and community partnerships.
- We **believe** that good health is critical to high performance and **commit** to improving the physical, mental and emotional well-being of **ALL** students and staff.

Since July 2008, the District has been engaged in the implementation of an aggressive reform agenda. Among the fifty largest cities in the Nation, Memphis has the highest poverty rate, approximately 18 percent, with many of our children living in extreme poverty. The percentage of college graduates in Memphis is below 24 percent. The most problematic of all, the economic segregation in Memphis, is crushing. In an \$87 billion local economy, minority businesses generate only \$1.3 billion (1.5 percent) of the total. In a sense, these factors create what amounts to a perfect storm of challenges for the City in general and for the District in particular.

Each of these community factors contributes to the six serious factors or fault lines we uncovered from data about the District: 1) a majority of our students were coming to kindergarten without pre-k literacy and mathematical skills; 2) a myriad of health issues were preventing tens of thousands of our students from their best work; 3) more than 30,000 students were overage for grade level; 4) safety and discipline issues needed immediate attention to address a rising tide of violence; 5) one in three of our students changed schools at least once during the school year; and 6) the District was losing, on average, 3,000 students each year to other districts, private schools and home schooling. With this knowledge in hand, the District began an extensive program of work that covered a broad array of initiatives. Each of the initiatives was aligned to one or more of the six fault lines, the Board's Theory of Action and the District's six strategic goals. It is noteworthy that the reform agenda has been implemented with existing human and material resources.

III. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (cont'd)

Below are some of the emerging results of critical reforms aligned to our strategic goals:

Goal 1: Student Achievement

- To accelerate the academic performance of all students, we continued to focus on new pre-K classrooms and are at a place now where more than 4,100 children are receiving pre-K services either directly from MCS or through one of our partner organizations.
- More than 4,000 pre-K students, parents and siblings participated in the annual Pre-K Express, held at the Cook Convention Center.
- Twenty-eight classrooms participated in Kindergarten - Grade 1 and Grade 2 - Grade 3 looping where teachers followed their children to the next grade.
- New digital science labs were built across the District, incorporating state-of-the-art technology into the science education program.
- The first-ever Arts Fest was held at the Board Office, involving hundreds of students from across the District.
- All of our own previous records for jurors in ThinkShow! were broken, with more than 10,000 volunteers participating in the fall and spring events.
- More than 6,000 students attended the second annual Career and College Expo at the Cook Convention Center in February 2010.
- We took another bite out of the overage for grade "fault line" with reductions in all grade levels targeted; we increased the number of Advanced Placement and dual enrollment course offerings and saw participation by African-American and Hispanic students increase.
- We developed an International Baccalaureate (IB) feeder pattern to prepare students for the Program at Ridgeway High School.
- We celebrated the graduation of more than 300 students from MCS Prep Academies.
- We implemented a new K-12 curriculum that aligns with the expectations of the coming Common Core State Standards.

Goal 2: Accountability

- In collaboration with the Board, the District laid a foundation for a new system of performance management and system-wide improvement with the development of a District Data Dashboard, supported by policies that govern its use. One of District's primary goals for 2010-11 is for all principals in the Striving Schools Zone (SSZ) and Achievement School Districts (ASD), as well as all Cabinet members, to have performance scorecards that derive from, and ultimately support, the Data Dashboard.
- We strengthened the District's financial accountability system by following strict accounting practices that, once again, received a clean bill of health from external fiscal auditors.
- For sound fiscal practices, the District received recognition for Excellence in Reporting for our Comprehensive Annual Financial Report (CAFR) from ASBOI and GFOA.
- In addition, we achieved millions of dollars in efficiencies by doing what many critics said couldn't be accomplished: improved services in healthcare for our employees and transportation for our students for less money through contracts with new vendors.

III. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (cont'd)

Goal 3: Parent and Community Involvement

- We built and strengthened family and community partnerships throughout the year with Demand Parent Summits that exceeded our ambitious goal of 1,200 participants. A total of 1,344 parents participated during February's meetings across the four regions of the District.
- The Superintendent built upon a first year of wide-ranging community visibility (96 public appearances) with 135 engagements from July 1, 2009 to June 30, 2010. The Superintendent continued in the role as chair of the People 1st initiative of Memphis Fast Forward.
- Ten strategies and corresponding initiatives and metrics frame the work for our community to improve the future of Memphis.
- More than fifty business and community leaders helped guide our teacher effectiveness work by serving on the TEI Advisory Board.

Goal 4: Healthy Youth Development

- To promote student leadership and healthy youth in the community, the District re-booted four regional school-based health clinics, which served 4,182 students in their first year of operation. The partnership with Well Child, Inc. in the clinics and through their school-based Early Periodic Screening, Diagnosis and Treatment (EPSDT) program had the direct result of providing medical services for 29,855 students during the 2009-10 school year.

Goal 5: Safety & Discipline

- With the help of partners like the Memphis Police Department and community agencies across the City, the District continued the important work of creating a safe environment for all students and staff. Due in large part to programs like the School House Adjustment Program Enterprise (SHAPE) and the Gang Reduction Assistance for Saving Society's Youth (GRASSY), the number of MCS students arrested and put on the criminal justice system track, instead of remaining on the graduation track, has declined substantially.
- Referrals to Juvenile Court were down 22 percent and the serious targeted incidents ratio declined from 34.3 per thousand students in the prior year to 24.3. The collaborative work of MCS and the Shelby County Juvenile Court on these programs is quickly becoming viewed as a National model. MCS highlighted this emerging work at the 2010 Disproportionate Minority Contact (DMC) Regional Conference, held in collaboration with the Tennessee Commission on Children and Youth.
- Fighting among students remains a challenge. The District will continue its efforts to involve the more than 60,000 students and staff that have been trained in the methods of Kingian Nonviolence so that, together, we can develop a repertoire of actions that leads to paths of peace, rather than retaliation.

Goal 6: Diversity

- The District has been responsive to the needs of the increasingly diverse student body and community. The District's first dual-language program opened at Treadwell Elementary to begin to respond to this emerging trend. The District's work to provide diversity training for all staff members was very positive. Nearly 1,000 staff members completed online coursework on a Nationally-recognized curriculum during a pilot test that began in late Spring 2010. This program is designed to provide staff with various problem-solving techniques and academic strategies for engaging all students, regardless of race, background or prior achievement levels.

III. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (cont'd)

Fiscal Year 2010-11 Goals:

1. Teaching and learning for college- and career-ready performance levels
 - a. We will focus professional development resources for teachers and leaders to improve their performance against some of the most rigorous standards in the country.
 - b. We will provide Developmental Reading for thousands of high school students to increase literacy skills that are so important for being college- and career-ready.
 - c. We will ensure that all students have a graduation plan (EdPlan) beginning in grade 8 that charts a course for high school success using EXPLORE and PLAN as important check-ins along the way. EXPLORE and PLAN are two of the three State-mandated tests in the ACT Educational Planning and Assessment System (EPAS). The third one is the ACT. Students take the EXPLORE in the 8th grade, the PLAN in the 10th grade and the ACT in the 11th grade, which leads to Goal 1 of providing test preparation via Kaplan.
 - d. We will provide ACT test preparation for all grade 11 students through our partnership with Kaplan in the modified block schedule.
2. TEI/Support for teachers
We will continue in Year 2 of our intensive partnership work with the Gates Foundation to meet milestones for piloting observation rubrics, developing and implementing each component of the Teacher Evaluation Metric (TEM), expanding the communications strategy around the project and continuing with the Measures of Effective Teaching (MET) project.
3. SSZ/ASD
We will successfully implement the reform plan for our most fragile schools, providing supports for teachers and principals during this first year of the roll-out.
4. Safety
We will continue to positively influence school culture and drive lead indicators, such as serious targeted incidents, down.
5. Operations efficiencies
We will conduct a series of thorough business system review meetings with the Board and report District progress.
6. We will develop and implement a recovery plan with the City for the \$57 million in past-due funding.
7. Performance-based management across the District
During the 2010-11 school year, we will implement a leading-edge performance-based management and accountability system across MCS where evidence and results are tracked, measured and reported quarterly.

The momentum in Memphis to improve our public schools is significant and, for good reason, has garnered National attention. Strong, focused, undeterred leadership is required going forward to successfully implement the TEI. The aligned support for MCS at the National, State and local level is unprecedented. Policy and legislative agendas are now aligned to enable transformational changes of public education. It remains critical that MCS sustain the momentum to achieve the results sought.

III. VISION, MISSION, STRATEGIC GOALS AND CORE BELIEFS (concl'd)

New, more rigorous State standards for academic growth and learning are here, and Common Core State Standards are on the near horizon. It takes time, intense commitment by all and deep-dive professional growth and development for everyone to make the changes required for our school system to achieve against the much higher, more rigorous college-ready standards.

IV. FISCAL MANAGEMENT GOALS

The Board recognizes that money and money management constitute the foundational support of the entire schools' program. To ensure that support is utilized as effectively as possible, the Board intends:

- to engage in advance planning, with broad-based staff and community involvement;
- to establish levels of funding which will provide quality education for the District's students;
- to use available techniques for budget development and management;
- to provide timely and appropriate information to all staff with fiscal management responsibilities; and
- to establish efficient procedures for accounting, reporting, purchasing and delivery, payroll, payment of vendors and contractors and all other areas of fiscal management.

V. FINANCIAL POLICIES

A. BALANCED BUDGET

According to State law, local education agencies are required to operate under an annual balanced budget approved by resolution of the MCS Board and the Memphis City Council. A budget is balanced when the sum of estimated revenues and appropriated fund balance is equal to expenditure appropriations.

B. PROCUREMENT

The Division of Procurement Services is responsible for issuing purchase orders for all approved purchases requiring a purchase order under this policy and for ensuring appropriate Board approval procedures are followed. The Superintendent is responsible for making recommendations to the Board to approve the purchase of goods and the acquisition of all services meeting the requirements for Board approval.

C. INTERNAL ACCOUNTING CONTROLS

MCS has established a comprehensive internal control framework designed to protect the District's assets from loss, theft or misuse. In addition, the District manages its accounting system to provide reasonable assurance regarding the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that the cost of a control should not exceed the benefits likely to be derived; and the evaluation of costs and benefits requires estimates and judgments by management.

V. FINANCIAL POLICIES (concl'd)**D. RISK MANAGEMENT**

The Division of Risk Management (DRM) has the overall responsibility for the health, comfort and learning environment of students and staff. The DRM objectives include preserving the assets of MCS from the consequences of accidental or other losses that are financially catastrophic and could impair the Board's ability to provide educational and community services. The DRM ensures risks that are likely to have a significant impact on the achievement of key Board objectives are identified and effectively mitigated. Additional objectives include ensuring business continuity plans and school emergency plans are prioritized and maintained in MCS and that guidelines for insured and self-insured programs are established.

E. CASH MANAGEMENT AND INVESTMENTS

The Board supports and authorizes a safe and sound investment program. Such a program is critical for securing a maximum yield to supplement other District revenues for the support of educational programs. The investment policy of MCS defines the parameters within which funds can be invested.

Investments must comply with the policy and must always be in compliance with State and Federal laws. It is the practice of the District to pursue an active cash management program that stresses safety of principal and interest while generating favorable rates of return. The program is maintained in such a fashion as to provide a sufficient level of liquidity to support anticipated expenditures without subjecting the District to material, unfavorable fluctuations of market and interest rate risk.

F. DEBT LIMITS

Memphis City Schools does not issue general obligation debt and relies upon Shelby County Government for financing its capital needs. Shelby County conducts its finances so that the amount of general obligation debt does not exceed twelve percent of the County's taxable assessed valuation. Decisions regarding the use of debt will be based in part on the long-term needs of the County versus the amount of funds dedicated in a given year to capital outlay on a "Pay-As-You-Go" basis. The County also includes "Pay-As-You-Go" funding in their Operating Budget for smaller asset acquisitions and improvements each year rather than in the Capital Improvement Budget with funding from tax dollars. The current percentage of general obligation debt compared to the 2009 assessed valuation is 8.59 percent.

VI. BUDGET DEADLINES AND SCHEDULES

The Superintendent is responsible for developing an annual budget, submitting it to the Board for adoption and managing the budget after adoption. The Board is responsible for annually adopting the budget for the operation of the District and for submitting it to the City Council and County Commission. The Superintendent is responsible for filing a copy of the budget with the Commissioner of Education within the time limits mandated by the State. The Superintendent will also establish a time schedule for the preparation of the budget to be known as the "budget planning and preparation calendar."

The 2010-11 budget planning and preparation calendar is presented on the following page.

VII. BUDGET PLANNING AND PREPARATION CALENDAR 2010-11

October 28, 2009	Draft budget assumptions and calendar to the Superintendent and Cabinet for review
November 9, 2009	Draft budget assumptions and calendar to Board Work Session. Solicit input from Board of Commissioners on concerns and priorities
November 13, 2009	Final enrollment projections provided to Finance Department
December 9, 2009	General Fund, Capital Projects Fund and Special Revenue Funds information packets, guidelines and enrollment projections provided to budget center managers
January 8, 2010	Solicited input from principals and teachers
January 15, 2010	Budget requests due from budget center managers
February 12, 2010	Draft General Fund, Capital Projects Fund and Special Revenue Funds Budgets to Superintendent
February 15 – 19, 2010	Internal staff General Fund, Capital Projects Fund and Special Revenue Funds Budget hearings
March 2, 2010	Draft General Fund, Capital Projects Fund and Special Revenue Funds Budgets delivered to Board of Commissioners
March 9 & 11, 2010	Community Forums held from 5:30 – 6:00 p.m. each evening. General Fund, Capital Projects Fund and Special Revenue Funds Board/Staff budget reviews: Tuesday, March 9 6:00 – 8:00 p.m. Tuesday, March 11 6:00 – 8:00 p.m. (Wrap-up)
April 5, 2010	Proposed General Fund, Capital Projects Fund and Special Revenue Funds Budget approved by Board of Commissioners
April 30, 2010	General Fund Budget provided to Memphis City Council and Shelby County Commissioners
May 13, 2010	Proposed General Fund Budget (revision 1) approved by Board of Commissioners
May 19, 2010	Shelby County General Fund Budget Hearing
June 21, 2010	Proposed General Fund Budget (revision 2) approved by Board of Commissioners
September 14, 2010	City Council approval of General Fund Budget
September 20, 2010	Proposed General Fund, Capital Projects Fund and Special Revenue Funds Budgets provided to Board of Commissioners for final approval
September 30, 2010	Submitted budget to the State of Tennessee

VIII. BUDGET POLICIES AND PRACTICES

The budget process is a year-round process. Departments begin in December in preparing their budgets for the upcoming fiscal year. The annual budget serves as the foundation for the District's financial planning and control. The process outlines the District's goals and objectives, with focus on academic achievement. The budget process is a seven-step process: planning, preparation, review, approval, adoption, implementation and monitoring.

PLANNING: During the planning phase, a budget calendar is developed with activities and budget assumptions. The budget calendar lists important dates and activities that will take place during the budgeting process. A draft budget calendar and assumptions are presented to the Board at the Board Work Session. Input is solicited from the Board on concerns and priorities. After revisions, the calendar and assumptions are presented to the Board of Education as an "Item of Information."

PREPARATION: Formulation of the budget begins with enrollment projections. Enrollment projections drive staffing and expenditure allocations for local schools. Enrollment projections are based on the second twenty-day attendance count. Projections are finalized annually in December.

EXPENDITURES

Expenditure allocations for each school are based on per pupil allocations, instructional and administrative staffing allocations and other required operating and maintenance (O&M) service levels. Per pupil allocation helps determine how much O&M funds each school will receive. The allocations to each school are considered discretionary funds. The discretionary funds for each school will be accounted for separately by way of Site-Based Budgets.

Each school's discretionary funds can be used for O&M services, such as professional services, repairs and maintenance, equipment rental, printing and binding, postage, telecommunications, telephone, supplies, materials, books, travel, equipment, computers, furniture, membership dues and related fees and other related instructional expenditures. Decisions concerning the use of these funds are at the principals' discretion. Other costs, such as salaries and benefits, include incremental increases plus a lane/step increase. Approximately, 84 percent of salaries and benefits are linked directly to negotiated bargaining contracts. Benefits are calculated according to the required Board matching rates plus projected insurance premium increases.

Costs that are fixed and static do not fluctuate depending upon the quantity or level of input. Costs such as debt service are fixed but are determined by the repayment agreement. Most staffing positions are fixed but can be static depending on location. For example, in most cases, there is always one principal per school, whereas the number of teacher positions are flexible depending on student enrollment in each class and grade level component at each site. Each program is held at the same level of staffing unless approved by the Board or Superintendent. Other costs, such as utilities, gasoline, postage and other contracts, are considered uncontrollable.

The budget is developed using the Zero/Goal-Based budgeting methods. Reengineering of processes and realignment of functional assignments for efficiency and improved performances are the next steps in the budget development process. Program managers are responsible for implementing measures for continuous improvement.

VIII. BUDGET POLICIES AND PRACTICES (cont'd)

EXPENDITURES (concl'd)

Each department is responsible for preparing supporting documentation. Before any budgets are submitted to Budget Services, a line item justification must be completed along with staff justifications and an organization chart. The support documents enable Budget Services to determine if all cost allocations are justifiable and accurate. These documents also help the District to determine where cost savings can be maximized.

REVENUES

The estimation of revenues begins in October and is, in part, based upon enrollment projections which are developed by school and grade level. The projections take into account mobility factors such as birth rates and housing changes.

State law requires that local funding bodies adhere to the maintenance of effort rule; whereby, their budgets for education must be maintained at a minimum at the same budget level as the previous year.

By ordinance, Shelby County has capped the property tax revenues allocated to education. Educational revenues from various County taxes, including sales taxes are shared between MCS and Shelby County Schools based on the weighted full-time equivalent average daily attendance (WFTEADA) formula.

State revenue estimates are generated through State sales tax collections and are calculated using the Basic Education Plan (BEP) formula. BEP revenues are a funding plan and not a spending plan. However, certain requirements must be met when using the funds. BEP estimates are not finalized until the State of Tennessee calculates ADM and finalizes its budget.

CAPITAL BUDGETS

The budget development process for the Capital Projects Fund budget proceeds concurrently with the foregoing process for the development of the General Fund and Special Revenues Funds Budget.

Each year, the Department of Comprehensive Planning works with Facility Improvement to update the District's Five-Year Capital Plan and determine which projects from the previously approved five years are most needed. Projects are prioritized based upon safety matters, compliance with State and Federal statutes, maintenance of existing facilities and improvement to District buildings. Identified projects are presented to the Shelby County Needs Assessment Committee for review. The Needs Assessment Committee was established in 2004 by former Shelby County Mayor A.C. Wharton to address the capital needs of the Shelby County and MCS. The committee does not approve funding but does recommend to the County Commission capital projects on an as-needed basis. There are ten voting members and two non-voting members who are all appointed by the Mayor and approved by the County Commission.

The Chairman of the Shelby County School Board is a member of the Committee, along with the President of the MCS Board. The other members are outside citizens who give their time for this worthy committee. Once the Needs Assessment Committee recommends approval of a project, the project is then submitted to the Shelby County Board of Commissioners for approval of funding. After the Shelby County Board of Commissioners approves funding for a project, the projects are re-submitted to the MCS Board to appropriate the expenditures.

VIII. BUDGET POLICIES AND PRACTICES (concl'd)

CAPITAL BUDGETS (concl'd)

The Needs Assessment Committee meets every other month in the 4th floor conference room of 160 North Main Street, Memphis, Tennessee. Meeting dates and times are posted on the County's Sunshine Board.

REVIEW/APPROVAL: Once the initial budget is prepared, it is submitted to the Internal Budget Committee for review. During the committee hearings, program managers are given the opportunity to explain their programs and justify their budgets. After the committee meetings, revisions are made to the budget before the proposed document is prepared and presented to the Board. The Board reviews the proposed budget during the budget review meetings with members of the community. The Board approves the proposed budget which is submitted to the legislative body, which consists of the Memphis City Council and the Shelby County Commissioners. The Board of Education is required by City Charter to submit to the City Council the proposed budget for approval by resolution each year.

ADOPTION: Once the City Council approves the proposed budget, the budget is adopted by the Board. The adopted budget is submitted to the State of Tennessee as the official budget document. The Board adopts a budget and an appropriate resolution for each fiscal year prior to the beginning of that fiscal year. The Board recognizes that the annual adopted budget is a legal document required by statute and, therefore, directs that such a budget for the operation of the MCS be developed annually by the Superintendent.

The Board further recognizes that the budget provides the framework for both expenditures and revenues for the year and translates into financial terms the educational programs and priorities for the District. MCS must provide a budget by major function and by major object to the Board. The approval of the annual budget by the Board provides authorization to the Superintendent and the administrative staff to expend any or all of the amounts appropriated to the limit of each separate fund for the specific budget year.

The annual budget is the most concise expression of the educational goals of the District because the budget expresses the services the District plans to provide during the period covered by the budget. Because the responsibilities of the District are continuous, the annual budget should be controlled to the optimum extent by policies that are compatible with the long-range plans of the District.

The State requires that a line item budget by functional category be entered into e-Reporting on the State Department of Education's website. State law requires the District to submit its operating budget to the State of Tennessee Department of Education by August 1. In the event the District does not adopt a budget for operation by July 1, the MCS Board must approve a continuation budget by resolution and the school budget for the year just ended shall continue in effect until a new school budget has been adopted. A continuation budget is not valid beyond October 1 of the current fiscal year for purposes of the District's eligibility to receive State school funds.

IMPLEMENTATION/MONITORING: The Budget and Fiscal Services Departments works closely with the Information Technology Department to load the adopted budget into the financial system by July 1. As the budget is expended, monitoring of the budget is conducted by the program administrator, principal and Budget Services. Monitoring includes an analysis of budget reports which are distributed electronically each day.

IX. LAWS AFFECTING THIS BUDGET

A. BUDGET ADOPTION

MCS must submit its budget to the following, each year for approval:

- City of Memphis Charter – Pursuant to Memphis City Ordinance, Memphis City Schools must submit its budget for approval by May 1 each year.
- State of Tennessee – Pursuant to Tennessee Code Annotated (TCA) §49-3-316 the District has thirty days after the beginning of each fiscal year to submit to the Commissioner of Education a complete and certified copy of its entire school budget for the current school year. On or before August 1 of each year the District must submit to the Commissioner of Education a correct and accurate financial report of the receipts and expenditures for all public school purposes of the District during the previous school year ending on June 30.

In the event that the local fiscal body has not adopted a budget for the operation of the public schools by July 1 of any year, the school budget for the year just ended shall continue in effect until a new school budget has been approved.

However, expenditures mandated by this part and implemented by rules, regulations and minimum standards of the State board shall be incorporated into this continuing budget. Any continuing budget adopted by the local fiscal body shall not be valid beyond October 1 of the current fiscal year for purposes of the local fiscal body's eligibility to receive State school funds.

B. FINANCIAL REPORTING AND AUDIT REQUIREMENTS

The Superintendent shall submit financial reports to the Board and to State and Federal agencies, as required. Principals are responsible for submitting monthly financial reports to the central office and to State and Federal agencies, as required. Summary financial statements consisting of the various fund balance sheets will be prepared on a monthly basis to ensure the monitoring of controls and financial status.

The Superintendent will also require revenue and expenditure budget projections for the General Fund on a quarterly basis. If the projections indicate a significant over- or under-expenditure condition by June 30, corrective action or budget amendments will be initiated by the budget center manager.

An independent audit of all fiscal accounts, including accounts and records of each school's student activity funds, shall be made by a certified public accountant selected by the Board following the end of each fiscal year. The results of this audit, including a management letter, will be made available to the Board of Education.

The Superintendent shall furnish or make copies of the audit available to the proper authorities as prescribed by law.

FINANCIAL SECTION

The Financial Section of the budget includes the following information:

- I. MAJOR REVENUE SOURCES AND TRENDS
 - A. City of Memphis
 - B. Shelby County
 - C. State of Tennessee
 - D. Federal Government
 - E. Other Local Sources
 - F. Local Sales Tax
- II. EXPENDITURE CATEGORIES
- III. BUDGET ASSUMPTIONS
- IV. GOVERNMENTAL FUNDS
 - A. All Governmental Fund Types
 - B. General Fund
 - Function Detail
 - C. Capital Projects Fund
 - D. Special Revenue Funds

I. MAJOR REVENUE SOURCES AND TRENDS

As a special school district, MCS has four major revenue sources:

- Local Taxes
- County Bonds
- State Equalization Assistance
- Federal, State and Local Grants and Reimbursements

The City of Memphis and the County of Shelby assess a property tax rate that is earmarked for education. The yield from the tax rate is determined by the estimated value of a penny per \$100 of the assessed value, which is provided to the District by both funding bodies and the County Trustee. State law requires that local funding bodies adhere to the maintenance of effort rule; whereby, their budget must be maintained, at a minimum, to the same budget level as the previous year. If the budget is less, it cannot be reduced lower than the same per pupil funding as the previous year.

MCS is unique since it receives funding as a special school district from the City of Memphis per its charter and from the County of Shelby per its Local Education Agency (LEA) equalization share. Revenues from the City have been uncertain since 2009 when the City reduced the tax rate for education by \$0.6371. The District filed a lawsuit against the City, which was upheld by Chancery Court and the State Supreme Court. Even though it has been ruled that the City must provide its share of maintenance of effort funding to the District, revenues are expected to remain flat for some time.

Educational revenues from various County taxes, including sales taxes, are shared between MCS and Shelby County Schools based on the weighted full-time equivalent average daily attendance (WFTEADA) formula developed by the Tennessee Department of Education. The WFTEADA percentage varies each year between school districts according to their share of the County-wide enrollment. Revenues are budgeted based on enrollment projections that are developed by school and grade level accounting for mobility factors, birth rates and housing changes. By ordinance, the County has capped the property tax revenues allocated to education. Therefore, revenues are expected to remain flat for some time. According to State law, half of all local sales tax collections must be given to education. Budget estimates are built utilizing forecasts from the County Trustee's Office, the State of Tennessee Commissioner of Finance and Administration and the Sparks Bureau of Business and Economic Research.

The DeJong Group developed long-range County-wide and school district enrollment projections to assist the County government with capital funding plans. County bond funds issued for capital outlay purposes are allocated to each LEA based on the WFTEADA percentage. County government repays the bonded debt at no cost to the school districts. Historically, long-term funding agreements have been reached so that all parties can develop new school and renovation plans according to the County's ability to fund the debt. Capital funds for fiscal years 2009-10 and 2010-11 have been provided through Federal stimulus funds as Qualified School Construction Bonds (QSCBs). Since the District does not have the authority to issue bonds, the County government authorized the issuance and pledged repayment of the debts.

It is anticipated that the Stimulus Funding will be eliminated in fiscal year 2011-12, and the District will request funding from Shelby County for capital projects approved by the Needs Assessment Committee. Prior to fiscal year 2009-10, Shelby County funded capital needs for Memphis City Schools and Shelby County Schools up to \$60 million per year, and funds were allocated based upon weighted full-time equivalent average daily attendance. For fiscal years 2011-12 through 2014-15 Shelby County has included \$55 million per year in their Capital Improvement Plan as a reasonable expectation of capital needs for the two districts.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

State equalization funding, primarily generated through State sales tax collections, is calculated using the Basic Education Plan (BEP) formula. BEP revenues are a funding plan and not a spending plan. However, certain requirements must be met when using the funds (i.e., class size and minimum teacher salaries), but for the most part, districts are allowed flexibility in spending the funds.

Funding is equalized among State school districts by using fiscal capacity indices based on the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) index, Center for Business and Economic Research (CBER)/Fox index and a 50%/50% combination of both the TACIR and CBER indices. The TACIR index gauges the wealth of the County by using certain economic and poverty indicators. The CBER index measures the revenues generated by the County.

The Basic Education Program allocation has three components: 1) instructional funding, 2) classroom funding and 3) non-classroom funding. Each component has a different State share and required local matching percentage. Funding is based on average daily membership weighted on months two, three, six and seven. Formulas used to determine funding are total weighted student count multiplied by the per pupil allocation, per teacher allocation, staffing formulas and salary allocations, maintenance and operations square footage calculations, plus transportation allowances. Whenever a component in the funding formula changes which would cause a district to lose funds, a district may be "held harmless" until that funding level is reached by the district. If a school district's enrollment drops, it may fall into a "stability" classification; whereby, the district's allocation is maintained for one year at the previous year's funding level.

Federal and State grant funds are primarily funded based on the free and reduced nutrition count or entitlement basis. Some grants are competitive and based on the application. Grant funds are categorical, and the revenues are reimbursed based on expenditures that are restricted for specific purposes that cannot supplant the District's general operating fund. The National School Lunch Program reimburses the District based on entitlement and the number of meals served.

Local grants are revenues derived from outside sources other than the Federal or State governments. Revenues from local grants may be received through donations or a competitive application process. Expenditures are restricted for specific purposes. Through a competitive application process, the District has been awarded \$90,000,000 over the course of seven years from the Bill & Melinda Gates Foundation to improve teacher effectiveness and student performance.

Revenues of the District are classified by fund and source. Sources of revenues include:

A. CITY OF MEMPHIS

City funding is comprised of the following revenue sources. The total revenue from all sources must meet the State Maintenance of Effort requirement.

Court Fines - Drug Rehabilitation. This revenue is produced by City designation of \$1.00 from each court fine to be used for Memphis City Schools' drug and alcohol programs.

City Funding: This revenue includes Current Property Taxes, Delinquent Taxes, In Lieu of Taxes and other funding sources to be determined by the City of Memphis.

Current Property Taxes. In fiscal year 2006, the City Council approved a 20 cent tax increase after the tax rate was adjusted based on the re-appraisal of property. The tax rate for education was adjusted to \$0.8271 of the \$3.4332 tax rate less \$0.005 commission with 94 percent expected collection.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

A. CITY OF MEMPHIS (concl'd)

For fiscal year 2009, the City Council approved a reduction of \$0.6371 in the tax rate for education to 19 cents. A lawsuit was filed with the Chancery Court contesting the legality of the reduction. The Court found that the City was obligated to provide funding. The City filed an appeal and the Tennessee Court of Appeals ruled that the City is responsible for funding the school district to comply with the State's Maintenance of Effort requirement. The City sought further legal remedies and petitioned the Tennessee State Supreme Court.

The District was notified on August 25, 2010 that the Supreme Court declined to hear the City of Memphis' appeal regarding the school funding case. The Court's decision means that the City of Memphis owes the District \$57.4 million for the 2008-2009 school year.

Historical Reference

Fiscal Year	Tax Rate	Education Share	Budgeted Value of Penny
2011	\$ 3.1957	\$ 0.1868	\$ 1,100,000
2010	3.1957	0.1868	1,100,000
2009	3.4332	0.1900	1,045,000
2008	3.4332	0.8271	1,045,000
2007	3.4332	0.8271	1,040,000

Delinquent Taxes: Taxes become delinquent sixty days after the tax bills are mailed, normally July 1st of each year.

In Lieu Of Taxes: This revenue represents the District's share of proceeds from organizations that pay a set amount of taxes instead of the standard rate.

Other: This revenue represents the other sources of funds necessary to meet the maintenance of effort requirement.

Moving Traffic Violations' Fines: This revenue is produced by the City designating \$10.00 of each moving traffic fine and \$2.00 of each City court fine to be used for the Memphis City Schools' Driver Education Program (Function 1161).

B. SHELBY COUNTY

Alcoholic Beverage Tax: This annual tax is assessed on the seating capacity of any establishment serving mixed drinks. One half of these collections is designated for education and is distributed to the Memphis City Schools and Shelby County Schools on the basis of average daily attendance (ADA).

Current Property Tax: Prior to fiscal year 2006-07, revenues were based on the county property tax rate per one hundred dollars of assessed valuation with 98 percent expected collection. The County property tax rate represented the District's share of proceeds based upon a tax rate of \$4.02 for City residents and \$4.06 for County residents living outside the City of Memphis, which changed from the 2003 rate of \$3.79. The Tennessee Supreme Court established distribution of these funds between special school districts and county schools on the basis of WFTEADA. The WFTEADA distribution was budgeted at 68.7 percent to MCS and 31.3 percent to Shelby County Schools for fiscal year 2009-10. For fiscal year 2010-11, the distribution is estimated to be the same as fiscal year 2009-10. The District will be assuming students from the Chimneyrock and Berryhill annexation areas, which is expected to offset declining enrollment.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**B. SHELBY COUNTY (concl'd)**

Delinquent Property Tax: These taxes represent collections after February 28 of prior years.

Exempt Property In Lieu of Tax: These taxes are collected from businesses that have been granted tax relief by the Center City Commission and the Industrial Development Board due to site improvements, new construction or relocation that will add jobs to the City and/or County. Funds are distributed based on average daily attendance.

In Lieu of Tax Memphis Light, Gas & Water: The school proration of money from the Light, Gas & Water Division is allocated on the same basis as the current property tax.

Privilege Tax: This tax is an annual business tax with allocation between City and County schools based upon average daily attendance.

Transfer In - Uptown Re-development: These taxes are assessed on land purchased from the County that falls within the re-development zone.

Wheel Tax: Effective October 1, 2001, the County wheel tax rate for auto license tags was doubled from \$25 to \$50 on privately-owned vehicles; from \$40 to \$80 on business-owned vehicles, including leased vehicles; and from \$10 to \$20 on motorcycles. The revenues were divided with half the proceeds designated to City and County schools operating funds distributed based on average daily attendance. The other half was used by the County for debt repayment. Wheel tax is only remitted by the County to the District when property tax collections are not sufficient to meet the annual appropriation for education.

C. STATE OF TENNESSEE

Basic Education Program (BEP): This revenue includes MCS' share of funds under the Basic Education Program. Beginning in fiscal year 1993-94, all State funds except for Medicare Reimbursement, Career Ladder, Driver Education, 21st Century Classrooms and some mental health funds were merged into the Basic Education Program. In July 2007, legislation was passed to raise additional funding for education through a "cigarette tax" and from surplus revenues.

BEP - Charter School Capital: Legislation was passed effective for fiscal year 2010-11 that separated the capital outlay portion of total district BEP funds that was directly attributable to charter school enrollment.

Career Teacher Program: The Career Ladder Program revenues are restricted and must flow-through to teachers who are eligible to receive the funds. Expenditures for Function 1919 are based upon those eligible and approved.

Extended Contract (Career Ladder): This funding is restricted as a flow-through for Extended Contract expenditures of Function 1901 that support Elementary Summer School and various other District programs.

Driver Education: State funds are provided to enhance the safe driving program within schools. Refer to Function 1161 for the matching expenditures. The State allocates these funds based upon the number of students served.

Mental Health - Alcohol and Drug Services: The Tennessee Department of Health provides funds for diagnostic and treatment services, early intervention and teacher training.

I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**C. STATE OF TENNESSEE (concl'd)**

SFSF Grants: The State Fiscal Stabilization Fund (SFSF) programs are grants provided to states and shared with LEAs to help stabilize State and local budgets in order to minimize and avoid reductions in education and other essential services, in exchange for a State's commitment to advance essential education reform in key areas. Programs supported by these grants include Coordinated School Health, Extended Contract, Family Resource Centers, Internet Connectivity and Safe Schools.

Other: In fiscal year 2008-09, the State provided a non-recurring bonus that was passed through the District directly to licensed personnel. It is anticipated that the State will provide this bonus again in fiscal year 2010-11.

D. FEDERAL GOVERNMENT

Adult Basic Education: Financial assistance is provided to school systems offering basic education courses to adults in their communities. The expenditure of these funds is shown in expenditure budget Function 1410.

Indirect Costs: Federal programs reimburse the District for a portion of the administrative services provided to its programs.

R.O.T.C. Reimbursement: The Second Region U.S. Army reimburses the District for conducting R.O.T.C. programs in secondary schools. This represents approximately 50 percent of the cost for instructor salaries budgeted in expenditure Function 1162.

E. OTHER LOCAL SOURCES

Earnings from Investments: Revenues are earned from the District's short-term cash management activities.

Judgment Recovery: This revenue represents legal settlement proceeds that are infrequent in nature.

Miscellaneous: This revenue is generated from library fines, shop fees, sales of obsolete equipment, insurance recoveries, donations, etc.

Rental of Facilities: This revenue is generated from the rental of facilities owned by the District.

Stadium Receipts: This revenue is produced from athletic ticket sales at MCS stadiums.

Tuition: This revenue is generated from tuition fees for students to attend various educational programs.

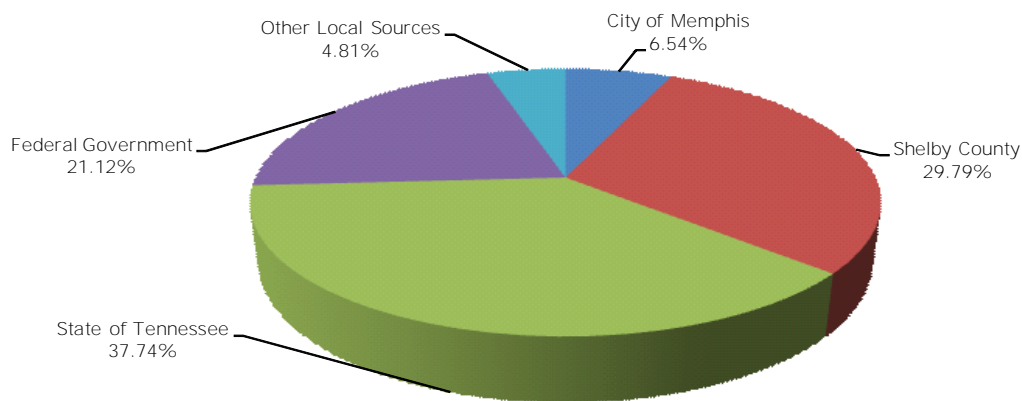
F. LOCAL SALES TAX

County Sales Tax: The first one-half of the \$0.0225 collected has been designated for education and is divided on a weighted full-time equivalent of average daily attendance basis between the City schools and County schools. Revenue estimates include Trustee's commission.

I. MAJOR REVENUE SOURCES AND TRENDS (concl'd)

Memphis City Schools Highlights of the 2010-11 Proposed Budget Revenues

	2009-10 Adopted Budget	2010-11 Adopted Budget	Percentage of 2010-11 Budget	Percentage Increase (Decrease)
City of Memphis	\$ 78,275,806	\$ 78,275,805	6.54 %	0.00%
Shelby County	367,825,284	356,354,982	29.79 %	-3.12%
State of Tennessee	428,231,147	451,458,955	37.74 %	5.42%
Federal Government	178,677,481	252,682,622	21.12 %	41.42%
Other Local Sources	39,782,910	57,591,763	4.81 %	44.77%
Totals	\$ 1,092,792,628	\$ 1,196,364,127	100.00 %	9.48%



II. EXPENDITURE CATEGORIES

Expenditures are classified by fund, function and object. Examples of functions include instruction, instructional support and general administration. A description of functions and object codes follows:

Functions

Instruction - Activities designed to deal directly with the interaction between teachers and students.

Instructional support - Support services designed to provide administrative, supervisory, technical (such as guidance and health) and logistical support to facilitate and enhance instruction.

Student support - Services to promote attendance and health services.

Office of principal - Activities concerned with directing and managing the operation of a particular school. Such activities include those performed by the principal, assistant principals and other assistants while they supervise all operations of the school, evaluate staff, assign duties to staff, supervise and maintain the records of the school and coordinate school instructional activities with those of the total school system. These activities also include the work of secretarial and clerical staff in support of the teaching and administrative duties.

General administration - Activities concerned with establishing and administering policy for the operation of the District.

Fiscal services - Activities concerned with the financial operations of the District. This includes all aspects of budgeting and financial reporting (such as receipts and disbursements, financial and property accounting, payroll, inventory control and the managing of funds).

Other support services - Services to students in addition to attendance and health services. These include guidance services and evaluation and testing services for both regular education students, special education students and vocational education students.

Student transportation - Activities concerned with conveying students to and from school, as provided by State and Federal law. This includes trips between home and school and trips to school activities.

Plant services - Activities concerned with keeping the physical plant open, comfortable and safe for use, and keeping the grounds, buildings and equipment in effective working condition and state of repair. These include the activities of maintaining safety in buildings, on the grounds and in the vicinity of schools.

Community service - Activities concerned with providing community services to students, staff or community participants. This includes expenditures for District staff participating in community organizations such as leadership, family resource centers, Families First, pre-kindergarten programs, extended school programs and community-sponsored activities.

II. EXPENDITURE CATEGORIES (cont'd)

Functions (concl'd)

Charter schools - Activities concerned with the operation of the District's charter schools.

Retiree benefits - Amounts paid by the District on behalf of employees for the purpose of retirement.

Food service - Activities concerned with providing meals to students and staff in a school or school system. This service area includes the supervision of a staff whose responsibility is to prepare and serve regular and incidental meals, lunches or snacks in connection with school activities and food delivery.

Debt service - Servicing the debt of the District, including payments of both principal and interest.

Capital outlay - Amounts paid for acquiring land and buildings, remodeling buildings, constructing buildings, additions to buildings, initially installing or extending service systems and other built-in equipment and improving sites.

Relationship Between Functional Units and Fund Structure					
Functional Categories	General Fund Fund 1	Capital Projects Fund 2	Special Revenue Fund Non-Federal Fund 4	Special Revenue Fund Federal Fund 6	Special Revenue Fund Food Service Fund 5
Instruction - Alternative Education	X				
Instruction - Exceptional Children	X				
Instruction - Regular	X		X	X	
Instruction - Technology & Careers	X				
Instructional Support	X		X	X	
Student Support	X		X	X	
Office of Principal	X		X		
General Administration	X				
Fiscal Operations	X				
Other Support Services	X		X		
Student Transportation	X				
Plant Service	X		X		
Community Service	X		X	X	
Charter Schools	X				
Retiree Benefits	X				
Food Service					X
Debt Service	X				
Capital Outlay		X			

Note: Additional information about functions is available within each Fund's section.

Object Codes

Salaries - Amounts paid to both permanent and temporary District employees, including personnel substituting for those in permanent positions. This includes gross salary for personnel services rendered while on the payroll of the District.

Employee benefits - Amounts paid by the District on behalf of employees. These amounts are not included in the employees' gross salary but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, are part of the cost of personnel services.

II. EXPENDITURE CATEGORIES (concl'd)

Object Codes (concl'd)

Professional services - Services, which by their nature, can be performed only by persons or firms with specialized skills and knowledge. Services are purchased to operate, repair, maintain and rent property owned or used by the District. These services are performed by persons other than District employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

Property maintenance services - Amounts paid for repairs and maintenance for equipment not covered by Board contract, rental fees and utilities for all locations in the District.

Contracted services - Amounts paid for services rendered by individuals and/or companies. These activities would include utility services, communication services, repair and maintenance services, rentals, cleaning services, etc.

Supplies & materials - Amounts paid for items that are consumed, worn out or items that lose their identity through fabrication or incorporation into different or more complete units or substances.

Travel - Costs of transportation, meals, lodging and other expenses associated with traveling on business for the District.

Furniture & equipment - Expenditures for furniture, furnishings, athletic equipment and other equipment.

Other objects - Amounts paid for goods and services not otherwise classified above.

III. BUDGET ASSUMPTIONS

GENERAL:

1. Enrollment projections were developed by each school site assuming a continual decline in base enrollment.
2. Budget development assumed inclusion of the Countrywood/Berryhill annexation area (Chimneyrock/Riverwood K-5).
3. The current fifteen charter schools will add a grade level as identified or outlined in the contracts. Seven new charter schools were approved to open in fiscal year 2010-11.
4. Recruiting, training and retaining highly-effective teachers to accelerate student achievement will require significant change management, the redeployment of resources and adjustments to various practices and procedures within MCS.

REVENUES:

1. Fiscal year 2010-11 local property tax rates and revenue budgets for education are not expected to increase from the fiscal year 2009-10 adopted budget. Local sources of revenues, on a per pupil basis, will remain relatively unchanged from fiscal year 2009-10 in order to remain in compliance with BEP Maintenance of Effort.
2. During fiscal year 2010-11, the District's ADA share of Shelby County current property tax is expected to remain unchanged from fiscal year 2009-10 projections due to the inclusion of Chimneyrock Elementary and Riverwood K-5 students, which offsets declining enrollment.
3. Fiscal year 2010-11 sales tax revenues are expected to remain flat as economic conditions are uncertain at this time.
4. State BEP funding assumes a slight increase in the non-classroom components and a non-recurring teacher bonus.
5. The Indirect Cost Rate will be 4.48 percent.
6. The budget will be balanced by enacting expenditure controls for efficient, economical and effective use of resources. Fund balance will only be used to balance the budget or provide for strategic investments of one-time costs.

EXPENDITURES:

1. Budget development was focused on the District's strategic plan, academic goals and improvements as identified by the Superintendent, Board of Commissioners and stakeholders.
2. Emphasis has continued to be placed on identification of efficiencies, reengineering of operations, identification of revenue generators and prudent review of alternative funding sources to maximize resources. Efficiencies and investments identified were tracked separately.

III. BUDGET ASSUMPTIONS (cont'd)

EXPENDITURES (cont'd):

3. Budget development used the Zero/Goal-Based Budget method. All costs were scrutinized and funded based on the value added or outcome to the District and were linked to strategic goals.
4. Budgets reflect increases identified as non-controllable (contracts, gasoline, postage, utilities, etc.); realignment of functional assignments; or identification as needing investments to support the strategic plan of the District. Non-controllable costs will be identified and tracked separately. The budget was built to fund mandated costs, grant matching requirements and substantiated cost for current programs, less efficiencies or cost savings, plus initiatives required to reach goals of high academically performing schools, safe schools, improved graduation rates and fiscal accountability.
5. Salaries include estimated contractual increases pursuant to negotiations with American Federation of State, County and Municipal Employees (AFSCME), United Auto Workers (UAW) Local 6519, Memphis Education Association (MEA) and Service Employees International Union (SEIU). Fiscal year 2010-11 allows for step increases and a one percent increase cost of living adjustment.
6. Health insurance reflects changes in Board contribution rates. Effective January 2011, rate increases will be approximately nine percent depending on plan and coverage, with an effective fiscal year 2010-11 rate increase of approximately five percent.
7. Required Board matching of retirement benefit costs will increase from the fiscal year 2009-10 rates to 9.05 percent for certificated employees and 9.74 percent for classified employees. Retirement benefit costs are adjusted on a biennial basis. A notification of the rate change was received in January 2010. The rate increases are due to the decline in the funded status of the State Pension Fund.

As of June 30, 2010, the actuarial accrued liability for benefits was \$1,534,912,045, all of which was unfunded. The covered payroll (annual payroll of active employees covered by the plan) was \$615,999,912 and the ratio of the unfunded actuarial liability to the covered payroll was 249.17 percent.

8. Budget development is based on State-mandated or Board-adopted average teacher staffing formulas for fiscal year 2010-11.

K-3 at 20:1 4-6 at 25:1 Middle School at 24:1 (Board adopted) Secondary at 25:1 Career and Technology at 20:1 ESL at 45:1	ROTC at <u>Enrollment</u>	(Required by ARMY)	
		<u>Officer</u>	<u>NCO</u>
	100-150	1	1
	150-250	1	2
	251-350	1	3
	351-499	1	4
Special Education class size will conform to regular education formula and caseload per TCA §49-1-104(a).			

9. Adjustments will be made, where necessary, in assistant principal staffing ratios to support schools with high poverty and special needs. The current staffing formula is presented on the following page:

III. BUDGET ASSUMPTIONS (concl'd)**EXPENDITURES (concl'd):**

<u>Student Membership</u>	<u>Positions-Elementary</u>	<u>Positions-Secondary</u>
200	0	1
660	1	1
1,000	1	2
1,100	2	2
1,250	2	3
1,500 plus	2	4
1,750 plus	2	5

10. Instructional staffing (i.e. teachers, guidance counselors, librarians, English Language Learners (ELL) staff, etc.) is based upon projected enrollment by site. Additional staffing will continue to be provided to Striving Schools based on the State accountability plan.

IV. GOVERNMENTAL FUNDS

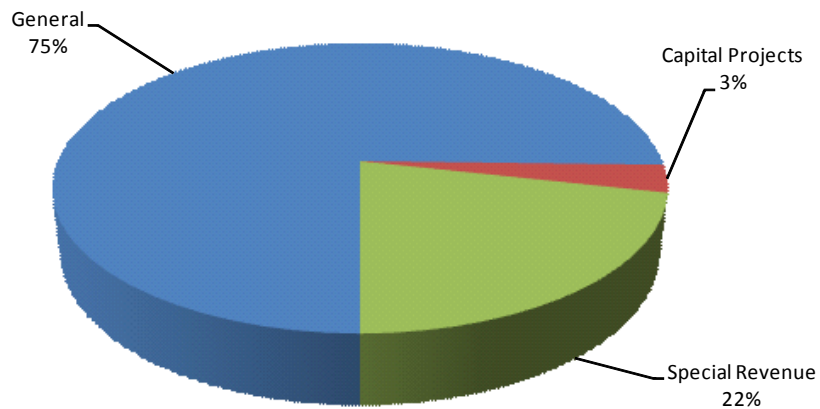
A. ALL GOVERNMENTAL FUND TYPES

The District started the fiscal year with \$173,017,453 of unaudited total fund balances. With \$1,196,364,127 in budgeted revenues and \$1,247,495,299 for appropriated expenditures, the District projects to end the year with approximately \$121,886,281 in total fund balances for an overall fund balance decrease of \$51,131,172 or 29.55 percent.

Memphis City Schools Highlights of the 2010-11 Adopted Budget Fund Balances (All Funds)

	Unaudited Fund Balances July 1, 2010	Revenues	Expenditures	Projected Fund Balances June 30, 2011
General	\$ 101,014,264	\$ 882,617,277	\$ 891,717,277	\$ 91,914,264
Capital Projects	43,140,521	59,012,744	98,408,266	3,744,999
Special Revenue	28,862,668	254,734,106	257,369,756	26,227,018
Total	<u>\$ 173,017,453</u>	<u>\$ 1,196,364,127</u>	<u>\$ 1,247,495,299</u>	<u>\$ 121,886,281</u>

2010-11 Projected Ending Fund Balances





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IV. GOVERNMENTAL FUNDS (cont'd)

A. ALL GOVERNMENTAL FUND TYPES (cont'd)

SUMMARY OF ALL FUNDS BY FUNCTION FISCAL YEAR 2010-11 ADOPTED BUDGET

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
City of Memphis	\$ 94,953,106	\$ 93,447,593
Shelby County	404,761,012	427,157,650
State of Tennessee	390,744,627	439,583,328
Federal Government	142,716,545	163,091,982
Other Local Sources	48,991,312	39,723,825
Total revenues	1,082,166,602	1,163,004,378
Expenditures		
Current:		
Instruction	585,165,526	596,840,943
Instructional Support	18,383,061	48,600,562
Student Support	44,986,601	61,005,210
Office of Principal	61,215,599	60,461,468
General Administration	11,775,606	12,155,886
Fiscal Services	4,345,098	5,133,225
Other Support Services	23,985,516	22,477,379
Student Transportation	22,358,871	24,233,254
Plant Services	107,746,505	119,071,625
Community Service	3,462,446	16,230,038
Charter Schools	13,933,886	16,109,720
Retiree Benefits	27,394,427	29,196,999
Food Service	53,650,982	47,873,580
Debt Service:		
Principal	7,834,561	2,671,652
Interest	718,293	623,825
Capital Outlay	76,663,422	66,942,455
Total expenditures	1,063,620,400	1,129,627,821
Excess (deficiency) of revenues over expenditures	18,546,202	33,376,557
Beginning Fund Balance	229,249,553	250,363,647
Increase in reserve for encumbrance	2,567,892	20,184,645
Ending Fund Balance	\$ 250,363,647	\$ 303,924,849

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 24,938,425	\$ 78,275,806	\$ 78,275,805
393,336,811	367,825,284	356,354,982
445,591,963	428,231,147	451,458,955
150,598,503	178,677,481	252,682,622
49,281,960	39,782,910	57,591,763
<u>1,063,747,662</u>	<u>1,092,792,628</u>	<u>1,196,364,127</u>
586,322,214	595,462,913	602,470,408
45,627,463	33,408,949	106,403,691
68,187,637	61,885,243	60,462,824
65,999,419	61,274,470	67,543,850
11,887,757	12,684,851	12,754,708
4,539,816	5,556,957	5,298,332
20,233,594	22,482,185	18,167,714
24,000,487	20,848,753	16,344,288
107,523,791	105,275,124	103,551,266
22,974,613	21,677,476	24,227,947
21,372,840	37,548,313	45,279,486
30,007,304	31,255,233	29,918,073
48,279,208	56,050,000	55,845,000
979,298	984,210	776,818
11,115	7,823	42,628
<u>70,343,462</u>	<u>115,121,162</u>	<u>98,408,266</u>
<u>1,128,290,018</u>	<u>1,181,523,662</u>	<u>1,247,495,299</u>
<u>(64,542,356)</u>	<u>(88,731,034)</u>	<u>(51,131,172)</u>
303,924,849	261,748,487	173,017,453
22,365,994	-	-
<u>\$ 261,748,487</u>	<u>\$ 173,017,453</u>	<u>\$ 121,886,281</u>

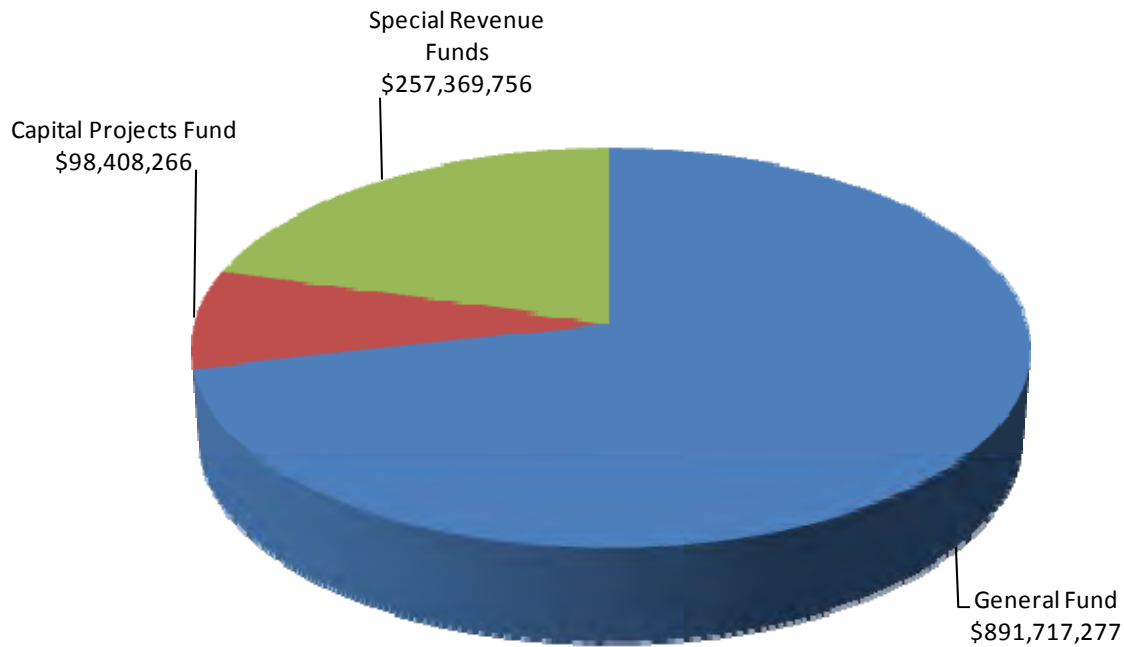
**IV. GOVERNMENTAL FUNDS (cont'd)****A. ALL GOVERNMENTAL FUND TYPES (cont'd)****SUMMARY OF ALL FUNDS BY OBJECT****FISCAL YEAR 2010-11 ADOPTED BUDGET****With Comparative Information for Fiscal Years 2006-07 through 2009-10**

	2006-07 Actual	2007-08 Actual
Revenues		
City of Memphis	\$ 94,953,106	\$ 93,447,593
Shelby County	404,761,012	427,157,650
State of Tennessee	390,744,627	439,583,328
Federal Government	142,716,545	163,091,982
Other Local Sources	48,991,312	39,723,825
Total revenues	1,082,166,602	1,163,004,378
Expenditures		
Salaries	593,845,404	628,632,833
Employee Benefits	175,219,003	184,043,512
Professional Services	108,986,730	111,351,770
Property Maintenance Services	39,217,332	36,678,371
Contracted Services	38,304,441	40,099,749
Supplies & Materials	53,716,925	64,613,793
Travel	2,814,973	3,472,119
Furniture & Equipment	18,284,755	35,223,125
Other Objects	19,296,951	9,402,829
Charter Schools	13,933,886	16,109,720
Total expenditures	1,063,620,400	1,129,627,821
Excess (deficiency) of revenues over expenditures	18,546,202	33,376,557
Beginning Fund Balance	229,249,553	250,363,647
Increase in reserve for encumbrance	2,567,892	20,184,645
Ending Fund Balance	\$ 250,363,647	\$ 303,924,849

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 24,938,425	\$ 78,275,806	\$ 78,275,805
393,336,811	367,825,284	356,354,982
445,591,963	428,231,147	451,458,955
150,598,503	178,677,481	252,682,622
49,281,960	39,782,910	57,591,763
<u>1,063,747,662</u>	<u>1,092,792,628</u>	<u>1,196,364,127</u>
638,868,989	624,377,724	645,484,172
187,567,264	191,131,988	208,897,953
112,173,612	146,119,158	160,101,980
40,056,675	41,313,407	43,315,650
38,128,641	35,543,093	35,229,760
60,174,942	58,758,418	68,902,933
3,189,355	3,279,220	4,572,349
21,135,191	23,992,247	18,137,108
5,622,509	19,460,094	17,573,908
21,372,840	37,548,313	45,279,486
<u>1,128,290,018</u>	<u>1,181,523,662</u>	<u>1,247,495,299</u>
<u>(64,542,356)</u>	<u>(88,731,034)</u>	<u>(51,131,172)</u>
303,924,849	261,748,487	173,017,453
22,365,994	-	-
<u>\$ 261,748,487</u>	<u>\$ 173,017,453</u>	<u>\$ 121,886,281</u>

IV. GOVERNMENTAL FUNDS (cont'd)**A. ALL GOVERNMENTAL FUND TYPES (cont'd)****SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUND TYPES**

The Governmental Funds are comprised of the General Fund, the Capital Projects Fund and the Special Revenue Funds.





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**IV. GOVERNMENTAL FUNDS (cont'd)****A. ALL GOVERNMENTAL FUND TYPES (cont'd)****SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY FUNCTION
FISCAL YEAR 2010-11 ADOPTED BUDGET**

	General Fund	Capital Projects Fund
Revenues		
City of Memphis	\$ 78,275,805	\$ -
Shelby County	344,083,284	12,271,698
State of Tennessee	450,328,798	-
Federal Government	7,959,389	46,741,046
Other Local Sources	1,970,001	-
Total revenues	882,617,277	59,012,744
Expenditures		
Current:		
Instruction	522,196,044	-
Instructional Support	20,619,198	-
Student Support	60,186,848	-
Office of Principal	58,731,844	-
General Administration	12,754,708	-
Fiscal Services	5,298,332	-
Other Support Services	14,216,057	-
Student Transportation	16,344,288	-
Plant Services	103,478,467	-
Community Service	1,874,486	-
Charter Schools	45,279,486	-
Retiree Benefits	29,918,073	-
Food Service	-	-
Debt Service:		
Principal	776,818	-
Interest	42,628	-
Capital Outlay	-	98,408,266
Total expenditures	891,717,277	98,408,266
(Deficiency) of revenues over expenditures	(9,100,000)	(39,395,522)
Beginning Fund Balance	101,014,264	43,140,521
Ending Fund Balance	\$ 91,914,264	\$ 3,744,999

Special Revenue Funds		
Categorically-Aided Funds	Food Service Fund	Total Governmental Funds
\$ -	\$ -	\$ 78,275,805
-	-	356,354,982
530,157	600,000	451,458,955
154,451,332	43,530,855	252,682,622
43,907,617	11,714,145	57,591,763
<u>198,889,106</u>	<u>55,845,000</u>	<u>1,196,364,127</u>
80,274,364	-	602,470,408
85,784,493	-	106,403,691
275,976	-	60,462,824
8,812,006	-	67,543,850
-	-	12,754,708
-	-	5,298,332
3,951,657	-	18,167,714
-	-	16,344,288
72,799	-	103,551,266
22,353,461	-	24,227,947
-	-	45,279,486
-	-	29,918,073
-	55,845,000	55,845,000
-	-	776,818
-	-	42,628
-	-	98,408,266
<u>201,524,756</u>	<u>55,845,000</u>	<u>1,247,495,299</u>
(2,635,650)	-	(51,131,172)
14,802,051	14,060,617	173,017,453
<u>\$ 12,166,401</u>	<u>\$ 14,060,617</u>	<u>\$ 121,886,281</u>

IV. GOVERNMENTAL FUNDS (cont'd)

A. ALL GOVERNMENTAL FUND TYPES (concl'd)

SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY OBJECT FISCAL YEAR 2010-11 ADOPTED BUDGET

	General Fund	Capital Projects Fund
Revenues		
City of Memphis	\$ 78,275,805	\$ -
Shelby County	344,083,284	12,271,698
State of Tennessee	450,328,798	-
Federal Government	7,959,389	46,741,046
Other Local Sources	1,970,001	-
Total revenues	<u>882,617,277</u>	<u>59,012,744</u>
Expenditures		
Salaries	549,567,991	1,641,224
Employee Benefits	181,800,957	491,910
Professional Services	13,855,762	92,174,132
Property Maintenance Services	36,116,194	22,000
Contracted Services	21,102,379	20,000
Supplies & Materials	24,972,960	133,100
Travel	1,338,369	27,000
Furniture & Equipment	5,615,605	3,897,500
Other Objects	12,067,574	1,400
Charter Schools	45,279,486	-
Total expenditures	<u>891,717,277</u>	<u>98,408,266</u>
(Deficiency) of revenues over expenditures	<u>(9,100,000)</u>	<u>(39,395,522)</u>
Beginning Fund Balance	101,014,264	43,140,521
Ending Fund Balance	<u>\$ 91,914,264</u>	<u>\$ 3,744,999</u>

Special Revenue Funds		
Categorically-Aided Funds	Food Service Fund	Total Governmental Funds
\$ -	\$ -	\$ 78,275,805
-	-	356,354,982
530,157	600,000	451,458,955
154,451,332	43,530,855	252,682,622
43,907,617	11,714,145	57,591,763
<u>198,889,106</u>	<u>55,845,000</u>	<u>1,196,364,127</u>
73,712,915	20,562,042	645,484,172
20,381,562	6,223,524	208,897,953
53,737,086	335,000	160,101,980
4,852,456	2,325,000	43,315,650
13,353,961	753,420	35,229,760
20,043,859	23,753,014	68,902,933
3,096,980	110,000	4,572,349
6,889,003	1,735,000	18,137,108
5,456,934	48,000	17,573,908
-	-	45,279,486
<u>201,524,756</u>	<u>55,845,000</u>	<u>1,247,495,299</u>
(2,635,650)	-	(51,131,172)
14,802,051	14,060,617	173,017,453
<u>\$ 12,166,401</u>	<u>\$ 14,060,617</u>	<u>\$ 121,886,281</u>



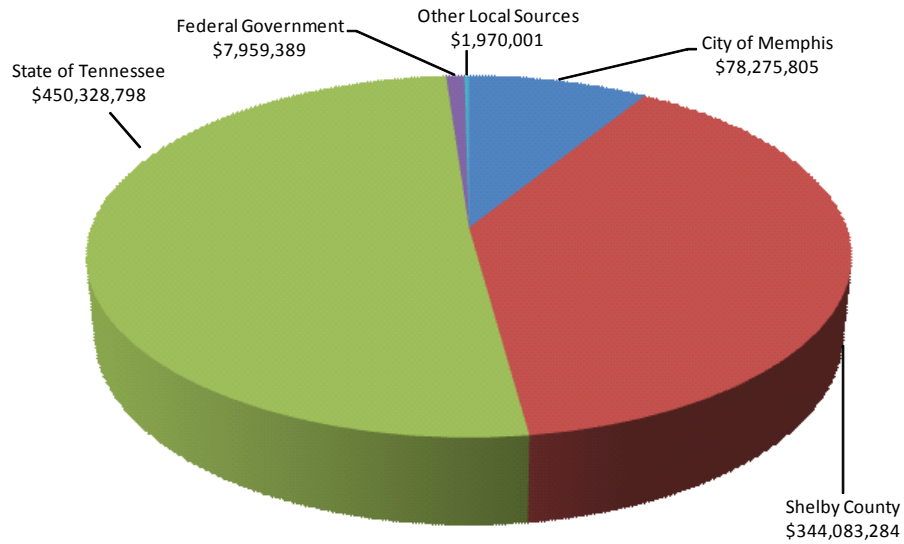
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IV. GOVERNMENTAL FUNDS (cont'd)

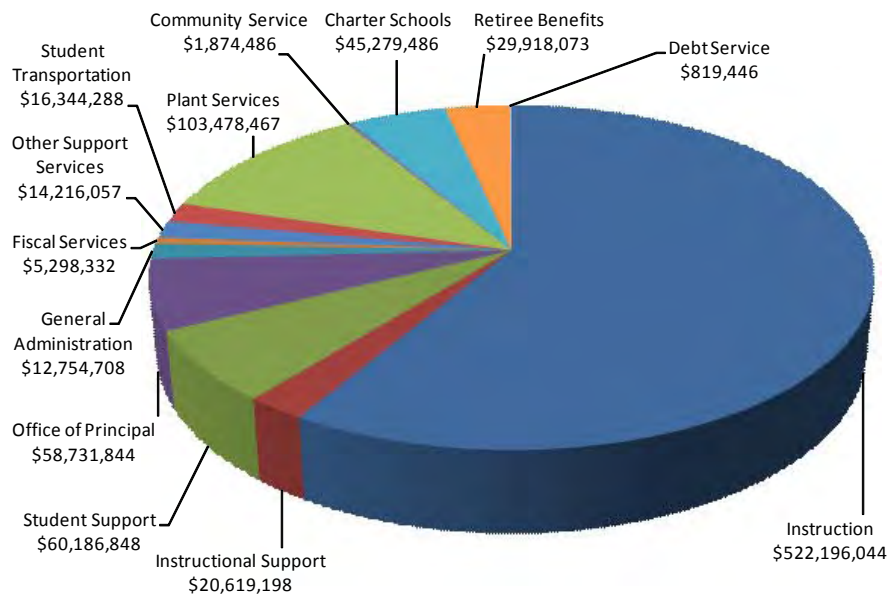
B. GENERAL FUND

2010-11 GENERAL FUND EXPENDITURES

Revenues



Expenditures



**IV. GOVERNMENTAL FUNDS (cont'd)****B. GENERAL FUND (cont'd)****GENERAL FUND BY FUNCTION****FISCAL YEAR 2010-11 ADOPTED BUDGET****With Comparative Information for Fiscal Years 2006-07 through 2009-10**

	2006-07 Actual	2007-08 Actual
Revenues		
City of Memphis	\$ 92,953,473	\$ 93,447,593
Shelby County	361,761,012	353,954,608
State of Tennessee	382,680,928	428,467,660
Federal Government	5,765,377	5,650,475
Other Local Sources	10,197,542	9,936,465
Total revenues	853,358,332	891,456,801
Expenditures		
Current:		
Instruction	479,210,956	502,658,657
Instructional Support	17,482,538	23,441,550
Student Support	44,716,394	57,265,763
Office of Principal	55,195,599	56,704,472
General Administration	11,775,606	12,155,886
Fiscal Services	4,345,098	5,133,225
Other Support Services	16,693,866	20,065,382
Student Transportation	22,358,871	22,680,567
Plant Services	107,576,030	118,993,587
Community Service	3,329,193	3,669,271
Charter Schools	13,933,886	16,109,720
Retiree Benefits	27,394,427	29,196,999
Debt Service:		
Principal	7,834,561	2,671,652
Interest	718,293	623,825
Total expenditures	812,565,318	871,370,556
Excess (deficiency) of revenues over expenditures	40,793,014	20,086,245
Beginning Fund Balance	92,117,236	135,478,142
Increase (decrease) in reserve for inventory	2,567,892	12,467,499
Ending Fund Balance	\$ 135,478,142	\$ 168,031,886

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 24,938,425	\$ 78,275,806	\$ 78,275,805
350,115,282	344,083,284	344,083,284
430,501,355	426,519,500	450,328,798
3,059,491	6,409,979	7,959,389
5,540,888	9,795,585	1,970,001
<u>814,155,441</u>	<u>865,084,154</u>	<u>882,617,277</u>
500,998,959	506,550,949	522,196,044
25,334,293	20,979,452	20,619,198
61,994,769	60,178,788	60,186,848
58,704,279	56,736,806	58,731,844
11,887,757	12,684,851	12,754,708
4,539,816	5,556,957	5,298,332
17,746,016	19,750,808	14,216,057
23,605,195	15,367,797	16,344,288
106,907,079	105,275,124	103,478,467
3,633,504	2,131,900	1,874,486
21,372,840	37,548,313	45,279,486
30,007,304	31,255,233	29,918,073
979,298	984,210	776,818
11,115	7,823	42,628
-	-	-
<u>867,722,224</u>	<u>875,009,011</u>	<u>891,717,277</u>
<u>(53,566,783)</u>	<u>(9,924,857)</u>	<u>(9,100,000)</u>
168,031,886	110,939,121	101,014,264
(3,525,982)	-	-
<u>\$ 110,939,121</u>	<u>\$ 101,014,264</u>	<u>\$ 91,914,264</u>

IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

GENERAL FUND BY OBJECT

FISCAL YEAR 2010-11 PROPOSED BUDGET

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
City of Memphis	\$ 92,953,473	\$ 93,447,593
Shelby County	361,761,012	353,954,608
State of Tennessee	382,680,928	428,467,660
Federal Government	5,765,377	5,650,475
Other Local Sources	10,197,542	9,936,465
Total revenues	<u>853,358,332</u>	<u>891,456,801</u>
Expenditures		
Salaries	515,144,943	539,997,861
Employee Benefits	154,213,288	161,287,914
Professional Services	18,577,109	28,320,778
Property Maintenance Services	33,687,384	33,972,688
Contracted Services	29,861,371	32,352,511
Supplies & Materials	21,870,157	26,759,711
Travel	1,283,862	1,344,400
Furniture & Equipment	8,349,376	20,450,329
Other Objects	15,643,942	10,774,644
Charter Schools	13,933,886	16,109,720
Total expenditures	<u>812,565,318</u>	<u>871,370,556</u>
Excess (deficiency) of revenues over expenditures	<u>40,793,014</u>	<u>20,086,245</u>
Beginning Fund Balance	92,117,236	135,478,142
Increase (decrease) in reserve for encumbrance	2,567,892	12,467,499
Ending Fund Balance	<u>\$ 135,478,142</u>	<u>\$ 168,031,886</u>

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 24,938,425	\$ 78,275,806	\$ 78,275,805
350,115,282	344,083,284	344,083,284
430,501,355	426,519,500	450,328,798
3,059,491	6,409,979	7,959,389
5,540,888	9,795,585	1,970,001
<u>814,155,441</u>	<u>865,084,154</u>	<u>882,617,277</u>
546,047,415	540,726,023	549,567,991
164,327,560	167,141,257	181,800,957
24,454,791	17,883,306	13,855,762
36,937,468	38,155,524	36,116,194
29,668,030	23,607,007	21,102,379
25,582,502	24,478,806	24,972,960
1,153,028	1,590,965	1,338,369
9,573,178	7,582,884	5,615,605
8,605,412	16,294,926	12,067,574
21,372,840	37,548,313	45,279,486
<u>867,722,224</u>	<u>875,009,011</u>	<u>891,717,277</u>
<u>(53,566,783)</u>	<u>(9,924,857)</u>	<u>(9,100,000)</u>
168,031,886	110,939,121	101,014,264
(3,525,982)	-	-
<u>\$ 110,939,121</u>	<u>\$ 101,014,264</u>	<u>\$ 91,914,264</u>

IV. GOVERNMENTAL FUNDS (cont'd)

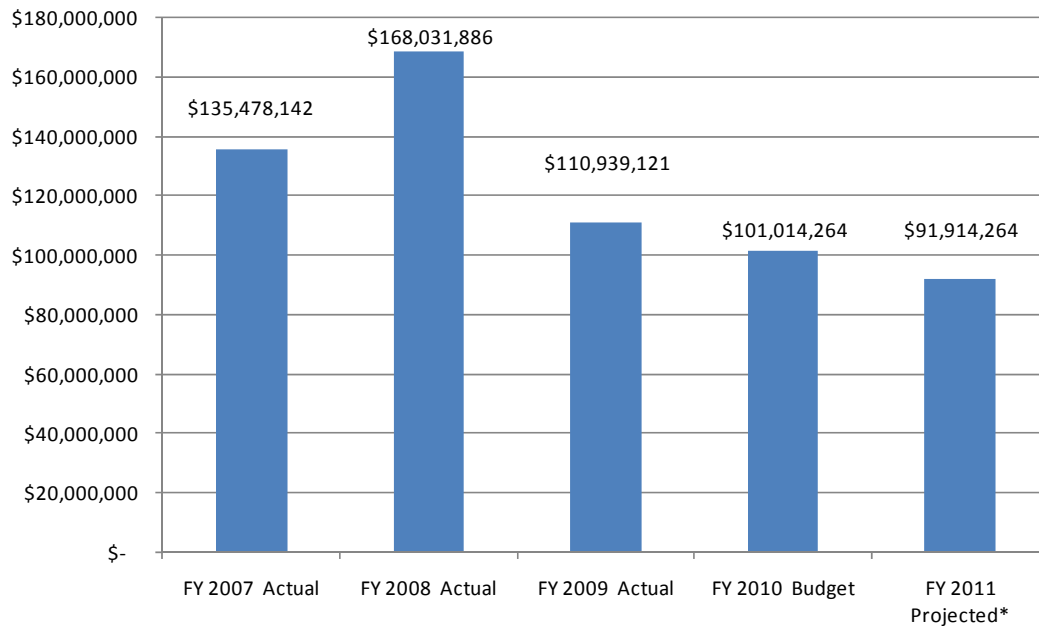
B. GENERAL FUND (cont'd)

SIGNIFICANT CHANGES IN THE GENERAL FUND BALANCE

As of fiscal year 2007-08, MCS total General Fund balance increased to \$168,031,886. The District was forced to use approximately \$57,000,000 in fiscal year 2008-09, when the City of Memphis withheld funding from the District. On April 13, 2010, the Memphis City Council voted to fully fund the District for fiscal year 2009-10 as follows: \$20 million payable May 1, \$20 million payable June 1 and \$10 million payable October 1, 2010. This funding arrangement required the District to use \$9.9 million of fund balance in fiscal year 2009-10.

The fiscal year 2010-11 budget requires \$9,100,000 planned use of fund balance. Historically, the District's practice was to use fund balance for non-recurring expenditures.

**Memphis City School
Ending General Fund Balance**



*Projected ending fund balance.

IV. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

Function Detail



Each department, within MCS, is provided forms to document its departmental goals, objectives and measures. The goals, objectives and measures illustrate that specific department's goals and achievements. It also illustrates how the department determined if those goals were achieved. The proceeding function forms are completed by department heads with the assistance of department staff and Budget Services. Each department must abide by the goals MCS has adopted; however, individual departments may have implemented additional goals within their particular department.

Each department has also illustrated its mission statement, strategic goals, issues and trends, fiscal year 2009-10 performance highlights and fiscal year 2010-11 budget highlights, if prepared.

BOARD OF COMMISSIONERS**MISSION STATEMENT:**

The purpose of the District's Commissioners' Office is to provide the necessary support to the School Board President and other Board Members so they can fulfill their duties as elected officials as well as their responsibility to effectively govern the District and enhance overall academic achievement for all students.

STRATEGIC GOALS:

The strategic goals of the District's Board of Commissioners' Office are directly aligned with the Theory of Action which serves as the catalyst for all of the Superintendent's strategic goals. The Office is responsible for ensuring that the MCS Board obtains the assistance they need to effectively administer their duties as the Memphis City Schools Board of Education.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

The MCS Board along with the Superintendent entered its second year of the Reform Governance in Action Institute after receiving a two-year grant from the prestigious Board Foundation.

MCS held its first paperless Board of Education meeting using the computerized meeting system, e-Agenda, on March 16, 2009 which saved the District time and money and, therefore, increased the efficiency of its Board meetings.

The MCS Board, with the assistance of its General Counsel, won the funding lawsuit against the City of Memphis in Chancery Court as well as in the Court of Appeals.

Board of Commissioners (Function 2110)

The Board will be guided by the general mandatory powers and duties as defined through statute, which state or imply that a local school district has full power to operate the local public schools as it deems fit in compliance with State and Federal mandates. The Board functions only when in session.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-1-101; TCA §49-1-102 (c); TCA §49-1-103 2. TCA §49-6-3104 and MCS Policy 1.100: School District - School Board Legal Status and Authority

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 141,014	\$ 144,233	\$ 215,336	\$ 229,293
Employee benefits	45,891	37,692	67,510	56,729
Professional services	39,280	50,500	59,750	35,500
Property maintenance services	-	5,127	1,400	4,940
Contracted services	17,381	12,959	15,600	27,600
Supplies & materials	45,176	11,398	11,700	11,700
Travel	26,106	48,820	45,000	50,000
Furniture & equipment	-	5,333	5,768	8,500
Other objects	71,899	59,865	62,200	73,750
Total	\$ 386,747	\$ 375,927	\$ 484,264	\$ 498,012
Staffing level	12.00	12.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Ensure schools are properly listed and aligned within the set District lines of the Memphis City Schools Board of Commissioners	Work with the MCS Capital Planning Division and other entities to ensure accuracy	To be completely rectified by the next School Board Election	Some progress made in this area...still awaiting response from the Election Commission...also reviewing this in the MCS Charter Review Ad Hoc Committee	Nov-10	N/A
To adopt a budget that will fund the necessary operation of the District and ensure the continued achievement of all students	Assist with ensuring Memphis City Schools is adequately funded for FY 11 by adopting budget by April 15, 2010	Budget adopted	Apr-09	Apr-10	Apr-11
Become a 2010 "Board of Distinction"	Complete all of the necessary requirements set forth by the TSBA	Award issued during Delta District Meeting in August 2010	Previously held 2006-2008	2010-2012	N/A
To have all of the official records properly preserved and bound	To complete the binding process of the official records	Official records should be properly bound and preserved steadily from 2004-current by the end of the fiscal year	Binding of the official records of Memphis City Schools ended in 2003	Should be completed by the end of fiscal year July 2010-June 2011	N/A

General Counsel (Function 2115)

The General Counsel will review the District's internal legal matters and seek outside legal counsel when necessary. This function must adhere to the Open Records Law, TCA §10-7-512.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 319,944	\$ 335,812	\$ 499,508	\$ 526,179
Employee benefits	68,732	72,461	105,965	124,940
Professional services	125,561	10,814	35,500	859,795
Property maintenance services	3,500	4,000	5,000	5,000
Contracted services	12,789	691	25,000	25,000
Supplies & materials	16,198	2,883	15,000	15,000
Travel	18,167	5,141	20,000	20,000
Furniture & equipment	6,512	1,981	3,500	9,500
Other objects	19,446	3,070	20,000	20,000
Total	<u>\$ 590,849</u>	<u>\$ 436,853</u>	<u>\$ 729,473</u>	<u>\$ 1,605,414</u>

Staffing level	4.00	4.00	6.00	6.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Ensure that the Board, Superintendent and Senior Management are properly advised of all legal matters concerning the Memphis City Schools	To provide quality advice and counsel to ensure that decision-makers are aware of all relevant facts and consequences so that they can make best possible decisions in best interest of the District	N/A	N/A	N/A	N/A
Ensure appropriate fiscal management and oversight of all legal matters concerning the Memphis City Schools	Reduce expenditures related to outside counsel	N/A	N/A	N/A	N/A
Develop an in-house team of attorneys capable of timely and adequately addressing all legal issues concerning the District	Reduce litigation expenses and expenditures related to outside counsel	N/A	N/A	N/A	N/A

Office of the Superintendent (Function 2120)

The Superintendent has the responsibility of providing direction for the District. The Superintendent is the chief executive officer of Memphis City Schools and is the Secretary of the elected Board. The Superintendent insures the development of procedures for implementation of policies adopted by the Board.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 355,439	\$ 431,444	\$ 465,157	\$ 588,244
Employee benefits	61,011	86,961	67,673	104,183
Professional services	33,521	38,308	14,040	14,040
Property maintenance services	-	-	3,940	3,940
Contracted services	1,440	3,026	4,152	4,152
Supplies & materials	4,296	6,275	7,905	7,905
Travel	8,834	3,857	22,550	-
Furniture & equipment	5,135	20,770	11,052	11,052
Other objects	10,608	10,616	17,941	17,941
Total	\$ 480,284	\$ 601,257	\$ 614,410	\$ 751,457

Staffing level	4.00	4.00	5.00	5.00
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Strategic Planning, Accountability & System-Wide Performance (Function 2613)

Strategic Planning, Accountability & System-Wide Performance is charged with the responsibility of providing District-wide support to District executives and other administrators by applying high-level insights to develop organizational improvement strategies and sustainability plans. Strategic Planning, Accountability & System-Wide Performance will be responsible for identifying best practices and industry standards; benchmarking; reducing waste and inefficiencies; process reengineering and optimization; developing and managing performance metrics; applying advanced statistical methods to approach problem solving; and producing monthly reports for executives and senior level officers on the cumulative and individual trends of key performance indicators affecting District-wide and departmental efficiency and effectiveness. Additionally, Strategic Planning, Accountability & System-Wide Performance is responsible for developing project plans, identifying key issues and problems and managing projects within a specified project management framework to meet timelines and deliverables.

Legally Mandated/Required Curriculum: No

Legal Reference or Statute: There exists no legal mandate to support this function; however, the Board of Commissioners has established in policy (1.000: Data Dashboard Policy) and has commissioned the Superintendent to develop a data dashboard that monitors system-wide performance. The Office of Strategic Planning, Accountability & System-Wide Performance will be responsible for supporting this key endeavor that is aligned with the District's goals and objectives.

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 76,738	\$ 52,687	\$ 110,087	\$ 112,300
Employee benefits	19,976	12,858	22,126	26,734
Professional services	6,000	-	1,000	1,000
Property maintenance services	-	-	3,000	3,000
Contracted services	-	-	3,000	3,000
Supplies & materials	-	-	3,000	3,000
Travel	89	140	5,000	-
Furniture & equipment	-	5,633	-	-
Other objects	-	-	500	500
Total	<u>\$ 102,803</u>	<u>\$ 71,318</u>	<u>\$ 147,713</u>	<u>\$ 149,534</u>
Staffing level	1.00	1.00	1.00	1.00

Strategic Planning, Accountability & System-Wide Performance (Function 2613) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
#2 - Accountability	Reduce transportation costs	Totals costs fiscal year 2009-10 vs. 2008-09	\$24,000,000	\$15,370,000	N/A
#2 - Accountability	Reduce custodial costs	Total costs fiscal year 2009-10 vs. 2008-09	\$43,307,714	\$40,052,564	N/A
#1 - Student Achievement; #2 - Accountability	Reduce the number of Special Needs Students attending school outside of home region and improve continuity of educational experience	Percent reduction attending school outside of region 2009-10 vs. 2008-09	10%	0%	0%
#2 - Accountability	Restructure Farmville Warehouse to ensure Just-in-Time product delivery to customers and improved inventory controls for cost control/reduction	Percent on time textbook and support material deliveries; total inventory cost reduction	N/A	Baseline year	100% on-time deliveries prior to the first day of class; 10% inventory cost reduction
#2 - Accountability	Strategically source and reduce total cost of major commodity items	Reduce total cost for copiers, printers and related supplies (i.e, toner)	N/A	Baseline year	30% cost reduction on copiers; 100% cost reduction of printers
#2 - Accountability	Support the development of the data dashboard as commissioned by the Board of Commissioners	Percent completion of data dashboard	N/A	N/A	100% completion
#2 - Accountability	#2 - Accountability	Total operating costs 2008-09 vs. previous year	2008-09: \$4,265,947; 2007-08: \$1,169,622	N/A	N/A

**System-Wide Special Projects (Function 3005)**

Special initiatives requested by the Superintendent and Board are funded from this project. These initiatives include special studies, research, projects, evaluations, etc. that cannot be funded elsewhere.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	32,100	40,813	82,100	82,100
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	50,000	-	-	-
Total	\$ 82,100	\$ 40,813	\$ 82,100	\$ 82,100
Staffing level	-	-	-	-



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CHIEF OF STAFF

Dr. Alfred L. Hall, Chief of Staff

MISSION STATEMENT:

To support the Office of the Superintendent and help ensure the implementation of District-wide initiatives.

STRATEGIC GOALS:

- Coordinate activities and meetings of the Superintendent's Executive Cabinet
- Manage Board Work Sessions and Board Meetings via eAgenda
- Work with the Department of Communications to coordinate special events for the Superintendent's Town Hall Meetings, special luncheons and other events as directed
- Work with Executive Cabinet Members to ensure implementation of District initiatives and activities

ISSUES & TRENDS:

Outreach efforts for the Superintendent have evolved over the past year from general overview sessions outlining the District's visions and goals to more specific information sessions in which particular initiatives and opportunities for improvement and support are discussed. As a result, programmatic activities are modified to support this specific work.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

Led transition of Board Meetings and Work Sessions to electronic format via eAgenda system. Worked with Department of Communications to support the Superintendent's Town Hall Meetings.

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

Continue supporting District initiatives and specific programs sponsored by the Superintendent.

Office of Chief of Staff (Function 2121)

Programs initiated and supported by the Office of the Chief of Staff are designed to directly support activities of the Superintendent. Programs of this nature include, but are not limited to, Town Hall Meetings, specially organized luncheons of key constituent groups and other outreach activities.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 226,749	\$ 244,812	\$ 196,888	\$ 203,237
Employee benefits	57,964	65,026	49,285	43,877
Professional services	16,508	1,775	18,594	8,594
Property maintenance services	-	2,626	2,000	2,000
Contracted services	694	20,039	43,150	18,150
Supplies & materials	2,878	12,920	10,000	10,000
Travel	1,933	3,180	5,166	-
Furniture & equipment	10,250	-	3,750	3,750
Other objects	556	175	500	500
Total	\$ 317,532	\$ 350,553	\$ 329,333	\$ 290,108
Staffing level	3.00	3.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Goal 3	Town Hall Meetings	Number of events; attendance	4 events	2 events	4 events
Goal 3	Special luncheons for key constituents	Number of events; attendance	0 events	2 events	4 events

COMMUNICATIONS

Staci C. Franklin, Executive Director

MISSION STATEMENT:

To effectively communicate the goals, objectives and accomplishments of Memphis City Schools with employees, students, parents, community members and news media.

STRATEGIC GOALS:

- Clearly communicate the academic and operational goals of the District
- Increase positive news coverage
- Build community support
- Improve media relations through development of relationships with print and broadcast reporters
- Provide employees with pertinent information in a timely manner
- Utilize marketing campaigns to promote the District in areas of teacher recruitment, parental involvement and student achievement

ISSUES & TRENDS:

There is an increasing need to provide better communications service to our Spanish speaking constituents. This would take place through translation of all letters to parents, media releases, web site information, etc.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

- The Communications Department implemented a monthly media briefing meeting that is held after each Board Meeting. This gives the media the opportunity to receive up-to-date District information, and it has resulted in several stories receiving coverage by local media outlets.
- There has been a steady increase in the number of District staff members who have received media training. This has resulted in District staff being more educated about the District's media policy and procedures.
- The Communications Department has been successful in increasing the usage of our internal media outlets (88.5 FM and Cable 19) to provide consistent messaging on academic and operational improvements of the District. This initiative has resulted in new programming (i.e. "Conversations", "Talk Back Live" and "Breaking Through with Superintendent Cash").

New Media Production & Distribution (Function 1925)

The primary objective of New Media Production and Distribution is to effectively communicate the goals, objectives and accomplishments of the District with employees, students and community members via radio, TV and the Internet.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 195,563	\$ 177,717	\$ 173,051	\$ 177,759
Employee benefits	43,230	36,482	37,191	35,770
Professional services	1,632	59,328	124,847	37,200
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	46,000
Travel	-	2,566	-	2,700
Furniture & equipment	-	-	-	10,950
Other objects	-	-	-	8,635
Total	\$ 240,425	\$ 276,093	\$ 335,089	\$ 319,014
Staffing level	5.0	4.0	4.0	4.0

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Clearly communicate the academic and operational goals of the District	Use news releases, media advisories, website, PSAs, Parentlink and other MCS media outlets to provide consistent messaging on academic and operational improvements in the District	Number of placements earned, earned media	100%	100%	100%
Increase positive news coverage of the District	Increase usage of MCS media outlets – 88.5 FM and Cable 19 to disseminate positive news stories on students and staff members	N/A	Yes	Yes	Yes

Community Engagement (Function 2122)

The primary objective of Community Engagement is to plan and implement community development programs for the District. Areas of responsibility include donor investment relations, fundraising, alumni association, sponsorship development and special event planning.

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 195,403	\$ 104,050	\$ 106,973	\$ 112,300
Employee benefits	52,145	23,500	27,667	29,486
Professional services	859	-	-	-
Property maintenance services	-	-	-	-
Contracted services	5,816	-	-	-
Supplies & materials	3,269	4,015	-	-
Travel	290	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	<u>\$ 257,782</u>	<u>\$ 131,565</u>	<u>\$ 134,640</u>	<u>\$ 141,786</u>

Staffing level	3.00	1.00	1.00	1.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Build community support for the District	Develop email marketing database to distribute District information		N/A	N/A	N/A
	Create a speakers bureau comprised of District employees to speak on various topics regarding MCS	Number of engagements, feedback survey, number of positive media placements	N/A	Yes	Yes
	Host regular "CEO/Business Leaders Briefings" to share MCS information with business community and to receive feedback	Number of CEO participants, feedback survey	N/A	Yes	Yes
	Host regular Superintendent Town Hall meetings to provide community with MCS information	Number of participants, feedback survey	100	Yes	Yes

Communications (Function 2125)

The primary objective of the Communications Department is to effectively communicate the goals, objectives and accomplishments of the District with employees, students, parents, community members and news media.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 615,164	\$ 543,342	\$ 718,446	\$ 746,026
Employee benefits	138,390	133,650	186,375	197,266
Professional services	50,196	164,626	216,362	56,973
Property maintenance services	3,235	75	10,411	10,411
Contracted services	158,742	49,589	70,696	55,696
Supplies & materials	36,330	8,097	59,243	29,243
Travel	7,656	430	7,794	4,375
Furniture & equipment	14,667	-	7,863	7,863
Other objects	1,400	-	2,131	2,446
Total	\$ 1,025,780	\$ 899,809	\$ 1,279,321	\$ 1,110,299

Staffing level	11.50	9.50	11.00	11.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Clearly communicate the academic and operational goals of the District	Use news releases, media advisories, website, PSAs, ParentLink and MCS media outlets (88.5 FM and Cable 19) to provide consistent messaging on academic and operational improvements of the District	Number of placements; earned media	100%	100%	100%
	Provide Superintendent's Cabinet and Board Commissioners with daily Communications Briefing and MCS News Clips		100%	100%	100%
	Conduct annual media training for MCS staff	Feedback survey; number of staff trained	Yes	Yes	Yes
	Provide media with timely and appropriate information when controversial issues arise regarding MCS	Number of placements; earned media	Yes	Yes	Yes
Increase positive news coverage of the District	Create monthly pitching topics for placement of positive news stories		Yes	Yes	Yes
		Focus groups; surveys; one-on-one interviews	N/A	Yes	N/A
		Number of positive stories placed each week	Yes	Yes	Yes
Build community support for the District	Build community support for the District		N/A	N/A	N/A

EARLY CHILDHOOD EDUCATION

Marjorie Douglas, Executive Director

MISSION STATEMENT:

To provide a rich, child-centered, literacy-focused program to ensure that all children enter kindergarten ready to learn. Quality instructional programs will be offered in a safe, healthy and nurturing environment. The program will encourage a cooperative partnership between the home and school in order to foster the development of lifelong learning while recognizing the individual needs of all children and their families.

STRATEGIC GOALS:

- To promote success in school readiness for four year old children in the greatest educational need
- To provide high quality pre-K experiences for four year olds who reside in Memphis geographical area
- To maximize community participation and community "ownership" of the pre-kindergarten program
- To implement a pre-kindergarten expansion plan that will result in universal pre-K by 2012

ISSUES & TRENDS:

There has been an increase in the issues and trends impacting the early childhood program. The children who are served are as follows:

- children at-risk of not being prepared for kindergarten
- children from ESL populations
- children with deficiencies in social/emotional development
- children with disabilities

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

The pre-kindergarten program fosters high quality and developmentally appropriate educational experiences whereby all children and their families will have the opportunity to perform at their full potential through the implementation of the following programs:

- Pre-K Express
- Assessments: Authentic, Standardized, District Level
- Blending (inclusion of students with special needs)
- ELLCO (Early Language Literacy Classroom Observation)
- ECERS (Early Childhood Environment Rating Scale)
- Project-Based Approach - Student Exhibitions
- Responsive Classroom
- Student Recruitment: Child Plus Software
- Research-Based Curriculum: Opening the World of Learning, Everyday Math Counts
- National Board Certified Teachers
- Destination House Literacy Software
- Parent Engagement

Early Childhood Education (Function 1138)

The Early Childhood Education Department's primary objective is to provide high quality early education for all children that will maximize school readiness and empower children/families to become successful, lifelong learners and productive citizens. The Early Childhood Education Department provides a rich, child-centered, literacy-focused program to ensure that all children enter kindergarten ready to learn. Quality instructional programs will be offered in a safe, healthy and nurturing environment. The program will encourage a cooperative partnership between the home and school in order to foster the development of lifelong learning while recognizing the individual needs of all children and their families.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-6-104

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 1,655,561	\$ 1,244,437	\$ 174,233	\$ 156,604
Employee benefits	438,577	328,730	47,823	40,943
Professional services	171,114	242,209	-	7,480
Property maintenance services	3,492	56,893	-	-
Contracted services	60,408	131,370	-	2,520
Supplies & materials	157,269	119,037	-	7,500
Travel	9,191	3,412	-	-
Furniture & equipment	33,677	51,502	-	-
Other objects	-	-	-	-
Total	<u>\$ 2,529,289</u>	<u>\$ 2,177,590</u>	<u>\$ 222,056</u>	<u>\$ 215,047</u>
Staffing level	44.70	35.70	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide high quality early education for all children	To provide a rich, child-centered, literacy-focused program to ensure that all children enter kindergarten ready to learn	Percent of gain from pre/post tests as measured by PPVT and Brigance Inventory	100%	100%	100%
	Quality instructional programs will be offered in a safe, healthy and nurturing environment	ELLCO and ECERS classroom assessments completed by pre-K staff	ELLCO (5.0) ECERS (7.0) Plan of Action is developed for teachers who scored below 2.5 and 3.5 90% exceeded 2.5 and 3.5 or above	95%	100%

EXCEPTIONAL CHILDREN & HEALTH SERVICES

Dr. Patricia Toarmina, Executive Director

MISSION STATEMENT:

The mission of Exceptional Children & Health Services is to enhance educational opportunities through comprehensive services that address academic, social, health, emotional, psychological and behavioral needs of students, families, schools and the community.

STRATEGIC GOALS:

- Support the success of students with disabilities through the general education setting
- Provide targeted programs that support the academic success of students with disabilities
- Increase the number of students with disabilities (SWD) graduating with regular diplomas
- Increase the retention rate of Highly Qualified and fully licensed Special Education teachers
- Provide comprehensive mental health prevention and intervention services to District students
- Provide student-oriented mental health professional development to District faculty, administrators and central office staff
- Partner with community organizations to address the integration of health (including mental health) concerns into school and District programming
- Meet State and center compliance guidelines for student testing and mental health evaluation
- Build support among students, parents and community for improving student safety and health

ISSUES & TRENDS:

- Graduation rate of students with disabilities
- Suspensions and expulsions of students with disabilities
- Shortage of certified special education teachers
- Transition of students with disabilities

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

- Increase in teacher retention
- Increase in inclusion of students with disabilities in the regular classroom
- Increase in students with disabilities graduating with regular diplomas
- Increase in preschool classes for students with disabilities
- Purchased standardized test material

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

Additional personnel, materials and supplies as listed: one Special Education Instructional Supervisor, one registered nurse (RN), two licensed practical nurses (LPNs), three Speech/Language Pathologists, two Creative Learning in a Unique Environment (C.L.U.E.) Teachers, twelve Special Education Teachers, ten Teacher Assistants and two vision and two hearing screeners. The personnel will serve the pre-K C.L.U.E. class at Chimneyrock Elementary School, students from the newly annexed area near Dexter Elementary and Dexter Middle, seven new charter schools and Riverwood Elementary School.

Intellectually Gifted (Function 1210)

Creative Learning in a Unique Environment (C.L.U.E.) serves students identified as intellectually gifted and talented. Students are provided an opportunity to interact with peers of comparable abilities as well as time to function independently. Services are based on the recommendations of the Individualized Education Plan (IEP) Team. Program components include brainstorming, introspection, creative and critical thinking skills, group dynamics and discussion, enrichment activities, regional exploration, critiquing, higher level thinking, creative problem solving and organizational and research skills.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TRR/MS 0520-01-09-02(11)

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 4,060,530	\$ 4,364,287	\$ 4,447,082	\$ 4,166,031
Employee benefits	961,820	1,032,976	1,116,467	1,292,197
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	23,431	26,041	32,100	32,100
Travel	9,732	10,474	10,000	10,000
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	<u>\$ 5,055,513</u>	<u>\$ 5,433,778</u>	<u>\$ 5,605,649</u>	<u>\$ 5,500,328</u>
Staffing level	79.00	80.00	81.00	89.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 4 & 5	Teachers will provide individualized and differentiated curriculum which will enable gifted and talented students to develop their potential	Annual review of IEPs to ensure students' goals address learning based on characteristics, needs, abilities and interests rather than on predetermined curricula or sequence of instruction	100%	100%	100%

**Homebound and Hospital (Function 1218)**

This program provides intensive instruction at home, in a hospital or at a related site for those students who are unable to attend school due to medical reasons according to the Individuals with Disabilities Education Act (IDEA) and State regulations. Services are provided by qualified personnel based on the recommendation of the IEP Team.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-10-101 and TRR/MS 0520-10-09-07

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,061,311	\$ 1,137,999	\$ 973,135	\$ 901,894
Employee benefits	204,625	218,088	218,412	220,696
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	3,200	3,617	6,824	6,824
Travel	15,404	11,368	18,000	18,000
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 1,284,540	\$ 1,371,072	\$ 1,216,371	\$ 1,147,414
Staffing level	16.00	16.00	17.00	15.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
	To provide educational instruction for students who are unable to attend their regular school program	Performance on TDOE Student Membership & Attendance Accountability	100%	100%	100%

**Special Education Instruction (Function 1221)**

This program provides services for students with disabilities who require special education. Some students are provided instruction in self-contained settings, while others are provided instruction in inclusive settings. The IEP Team indicates the program components and related services required for the students.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Statute IDEA Act, 20 USC 1400 et seq., 34 CFR 300 et seq., TCA 49-10-101-1306, TRR/MS 0520-01-09

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 44,606,594	\$ 45,509,286	\$ 46,803,582	\$ 46,548,844
Employee benefits	10,872,599	11,595,917	11,934,418	13,414,643
Professional services	2,166,788	1,331,041	570,921	570,921
Property maintenance services	85,292	66,041	80,000	80,000
Contracted services	34,649	28,620	1,722	1,722
Supplies & materials	937,036	962,931	965,200	965,200
Travel	95,015	122,613	115,000	85,000
Furniture & equipment	94,946	18,488	10,000	10,000
Other objects	5,060	5,400	5,219	5,219
Total	\$ 58,897,979	\$ 59,640,337	\$ 60,486,062	\$ 61,681,549

Staffing level	1,008.80	1,009.00	1,010.00	1,036.25
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 4 & 5	Provide targeted programs that support the academic success of students with disabilities	The percent of students with disabilities scoring proficient on TCAP portfolio assessment	100%	100%	100%

**Mental Health Services (Function 1530)**

The Memphis City Schools Mental Health Center, a State-licensed facility, is a specialized outreach service site for youth and their families to provide a variety of clinical and constructive mental health services in support of each student's success in school, at home and in the community. Services include: psychological evaluations; individual, group and family counseling services; alcohol and drug abuse prevention and counseling; school-based prevention efforts; consultation with principals, teachers, parents and outside agencies; staff development activities for school personnel; parent education; and speakers bureau.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 6,111,531	\$ 6,328,639	\$ 6,253,049	\$ 5,616,851
Employee benefits	1,511,638	1,583,596	1,588,778	1,467,525
Professional services	60,545	36,704	60,196	11,316
Property maintenance services	5,685	-	2,791	2,791
Contracted services	7,171	3,441	5,125	5,125
Supplies & materials	123,141	63,305	88,973	79,473
Travel	102,922	98,458	110,560	103,808
Furniture & equipment	45,264	40,001	10,500	20,000
Other objects	3,772	2,000	3,000	3,000
Total	\$ 7,971,669	\$ 8,156,144	\$ 8,122,972	\$ 7,309,889
Staffing level	111.50	102.00	100.50	94.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 4 & 6	To provide a variety of clinical and constructive mental health services in support of each student's success in school, at home and in the community	Number of student disciplinary referrals	100%	100%	100%

School Health Services (Function 1540)

School Health Services Department ensures early intervention, access and referrals to primary health care providers; prevents and controls communicable diseases through education and intervention; and provides emergency care for students and staff illnesses and injuries. In addition, the School Health Services Department provides health care to students with chronic illnesses and affords each child the opportunity to gain further education on his or her medical condition.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-5-415

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 161,743	\$ 112,571	\$ 88,666	\$ 85,278
Employee benefits	36,975	26,543	19,137	22,376
Professional services	2,328,784	1,610,642	1,714,814	1,710,814
Property maintenance services	-	-	-	1,017
Contracted services	8,924	15,206	1,134	1,134
Supplies & materials	10,952	67,189	20,854	18,524
Travel	3,429	3,896	6,898	844
Furniture & equipment	40,963	9,231	10,413	15,726
Other objects	-	-	-	-
Total	\$ 2,591,770	\$ 1,845,278	\$ 1,861,916	\$ 1,855,713

Staffing level	2.00	2.00	1.30	1.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2009-10 Actual	2009-10 Estimated	2010-11 Projected
To maintain current staffing requirements through a contractual agreement with Well Child, Inc.	Current staffing requires adequate staff to have a school nurse (RN) in each school one day per week	Staffing is adequate to meet TCA §49-5-415. Service provision is conducted according to written policy & procedures	100%	100%	100%
To operate the school health clinics according to all Federal, State & local regulations, laws & procedures	Coordinate the provision of school health services in the clinics with Memphis Health Center & MCS schools	Ensure that adequate clinic utilization occurs	70%	100%	100%

Coordinated School Health (Function 1541)

Coordinated School Health (CSH) is an effective system designed to connect health with education. Students' health and their capacity to learn are enhanced through the support of families, communities and schools who work together in a coordinated, focused and cost effective manner. The CSH model focuses on six critical behaviors identified by the Centers for Disease Control and Prevention (CDCP) that contribute to the leading causes of death among youth and young adults.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 100,182	\$ 29,299	\$ 56,270	\$ 254,759
Employee benefits	25,572	5,123	18,936	76,953
Professional services	1,251	-	10,000	7,165
Property maintenance services	-	-	-	-
Contracted services	-	-	16,000	16,000
Supplies & materials	2,015	-	21,744	87,194
Travel	2,026	4,231	6,000	12,000
Furniture & equipment	-	-	15,926	-
Other objects	-	-	8,000	50,000
Total	\$ 131,046	\$ 38,653	\$ 152,876	\$ 504,071

Staffing level	2.00	3.00	1.00	3.30
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Office of CSH will assess and monitor the status of CSH in a total of 60 schools (elementary and secondary) by utilizing CDC's School Health Index as the CSH assessment and planning tool	By March of 2009, modules 1, 2, 3, 4 and 6 of the CDC School Health Index (SHI) will be completed by all schools	Number of completed School Health Indices and its use in school improvement planning at the school level in the 60 schools will be observed	60 schools completed the SHI. No evidence in its use in school improvement in 50% of schools	120 schools to complete the SHI and demonstrate evidence in use in school improvement in 75% of schools	200 schools to complete the SHI and demonstrate evidence in use in school improvement in 75% of schools
By May 2009, a local system (including timeline) for documenting program activities, submitting quarterly reports and submitting a continuation application will be in place	Establish system for compiling documentation of infrastructure objectives and program objectives	The system for compiling documentation of infrastructure objectives and program objectives will be 100% operational	No progress has been made on this objective	The system for compiling documentation of infrastructure objectives and program objectives will be 50% operational	The system for compiling documentation of infrastructure objectives and program objectives will be 100% operational
By May 2009, current efforts related to the provision of comprehensive health education to all students will be assessed	Meet with HST Chairs to discuss, to plan & to assess the provision of Lifetime Wellness education at local schools	Meetings will be documented with HST Chairs	No progress has been made on this objective	2 Meetings will be documented with HST Chairs to discuss, plan & assess the provision of Lifetime Wellness education at local schools	2 Meetings will be documented with HST Chairs to discuss, plan & assess the provision of Lifetime Wellness education at local schools
By May 2009, current efforts related to the provision of physical education to all students will be assessed	Meet with HST Chairs to discuss plan to assess provision of physical education at local schools	Meetings will be documented with HST Chairs	No progress has been made on this objective	2 Meetings will be documented with HST Chairs to assess the provision of physical education at local schools	2 Meetings will be documented with HST Chairs to assess the provision of physical education at local schools

Section 504 (Function 1542)

Section 504 of the Rehabilitation Act of 1973 is a Federal law that protects qualified individuals from discrimination based on their disability. Section 504 requires the District to provide accommodations, modifications and services for students with disabilities who do not need special education services. This includes students with health impairments and physical disabilities. Funds in this budget are to provide professional development, staff, supplies and materials for the special needs of these students.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Section 504 of the Rehabilitation Act of 1973, 29 USC 794 (c); 34 CFR 104, et seq.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 218,300	\$ 353,448	\$ 527,415	\$ 628,392
Employee benefits	76,342	127,849	232,303	279,172
Professional services	7,951	21,800	23,200	23,200
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	767	5,000	5,000
Travel	-	2,540	13,367	5,000
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 302,593	\$ 506,404	\$ 801,285	\$ 940,764

Staffing level	25.50	26.00	26.50	25.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 4 & 5	Provide targeted programs that support the academic success of Section 504 students. Maintain and support student health by providing school health services	1. The percent of 504 students scoring proficient on TCAP assessment. 2. Increased student attendance	100%	100%	100%

**H1N1 (Function 1543)**

This function covers the costs the District may incur for supplies and contracted services, including nurses related to the H1N1 virus.

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	50,000
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>
Staffing level	-	-	-	-

Special Education Administration (Function 2230)

The main function of this Division is to ensure that appropriate services for students with disabilities are provided as mandated by the State/Federal laws. The Division is responsible for coordinating activities of pre-referral, intervention, referral and assessments, program planning and development and a continuum of service options for students with disabilities. The Special Education Administration consists of 35 administrative and clerical staff positions that provide support for approximately 185 schools and 650 special education administrators.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Individuals with Disabilities Education Act, 20 USC 1400 et seq., 34 CFR 300 et seq., TCA §49-10-101-1306, TRR/MS 0520-01-09

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,966,522	\$ 2,125,193	\$ 2,121,974	\$ 2,325,793
Employee benefits	468,117	512,567	501,285	630,330
Professional services	341	-	-	-
Property maintenance services	-	16,802	14,506	14,506
Contracted services	10,747	35,269	4,613	4,613
Supplies & materials	5,457	5,804	7,908	7,908
Travel	41,169	44,278	54,317	44,317
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 2,492,353	\$ 2,739,913	\$ 2,704,603	\$ 3,027,467
Staffing level	32.00	32.30	33.30	35.33

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 4 & 5	To provide appropriate services for students with disabilities as mandated by the State/Federal laws	Performance on Tennessee District Monitoring Reports	100%	100%	100%
	To provide Special Education Services to those children who have been identified as meeting the State and Federal guidelines as a child with a disability through home-based, community-based and school-based settings	Performance on State and Federal Monitoring and Compliance Reports	100%	100%	100%

**Special Education Administration (Function 2230) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 4 & 5	To offer academic and personal counseling, post secondary planning, employment career planning, life skills and healthy living to parenting teens	Number of parenting teens accepting services that graduate high school	100%	100%	100%
1, 4 & 5	To provide students with certified disabilities, particularly those with significant disabilities, the tools needed to participate in the vocational rehabilitation process, set meaningful goals for employment and live independently	Performance on School to Work Evaluation	100%	100%	100%

Mental Health Administration (Function 2530)

The administrative component of Health and Social Support provides District staff leadership and supervision in providing school health, school mental health services (diagnosis, treatment and evaluation), consultation and staff/parental support to schools. The Mental Health Center supports school-based strategies to minimize student barriers to learning and improve social-emotional competency. Compliance and medical records, confidentiality assurances, staff development, program development, program evaluation, marketing/communications and performance improvement resides with administrative staff.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: HIPAA; TRR/MS 0940-05-01, 0940-05-02, 0940-05-03, 0940-05-04, 0940-05-05, 0940-05-06, 0940-05-07 and 0940-05-14

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 582,971	\$ 550,372	\$ 467,959	\$ 1,032,945
Employee benefits	163,749	152,837	133,246	296,985
Professional services	1,680	9,476	8,632	8,632
Property maintenance services	2,850	50	2,850	2,850
Contracted services	511	403	730	730
Supplies & materials	2,545	3,844	4,309	4,309
Travel	1,992	2,773	11,562	7,894
Furniture & equipment	4,549	3,995	2,233	2,233
Other objects	6,303	4,936	7,050	7,050
Total	\$ 767,150	\$ 728,686	\$ 638,571	\$ 1,363,628
Staffing level	14.80	11.00	11.00	18.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 4, 5 & 6	To provide supervision of school mental health services; diagnosis, treatment and evaluation; consultation and staff/parental support to schools	Performance on the Department of Mental Health and Developmental Office Licensure Review	100%	100%	100%

INTERNAL AUDIT

Melvin T. Burgess II, Director

MISSION STATEMENT:

The purpose of the Department of Internal Audit is to provide management and the Board of Commissioners with reasonable assurance that internal controls throughout the District are adequate and operating effectively. Internal Audit provides independent and objective appraisals of activities of management and furnishes them with analyses, recommendations, counsel and information concerning activities reviewed. Internal Audit seeks to add value by promoting a control environment through open communication, professionalism, expertise and trust.

STRATEGIC GOALS:

The strategic goals of the Department of Internal Audit directly align with the Superintendent's Goal 2: Accountability. The Department is responsible for ensuring the District fosters a control environment compliant with District policies and procedures, as well as State and Federal guidelines. The Department ensures adequate controls exist to safeguard the assets of the District and to make suggestions for improvements in operating efficiencies and internal controls. Internal Audit is responsible for the implementation and maintenance of the accounting software system for the District to ensure the reliability and integrity of the reporting of student activity funds. Internal Audit provides training and counsel to pertinent school personnel in proper procedures for the collecting, accounting and expending of student activity funds.

ISSUES & TRENDS:

The influx of monies from the American Recovery and Reinvestment Act and the Gates Foundation come with stringent guidelines. Internal Audit and grant administrators must work in collaboration to ensure proper protocol is followed in regard to the use and disposition of these funds. Substantial budget cuts increase the need for efficiency and effectiveness in the work place. Internal Audit must assist management in ensuring educational dollars are being expended to bring about the desired results in the most efficient and effective manner.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

The Department of Internal Audit worked diligently with key District administrators to bring about significant reforms in the management of portable electronic devices. The number of portable electronic devices for which cellular services are paid using District dollars has been reduced from 1,200 to approximately 700 devices. This represents a significant cost savings to the District. In addition, changes were made to District policy to ensure more effective internal controls exist for the management of portable electronic devices. Internal Audit previewed several school accounting software packages to replace an aging application. Our search led us to a web-based, user-friendly accounting application that produces reliable financial information with the necessary internal controls embedded in the application to ensure the integrity of the information being reported. The Department began a successful pilot program of this accounting system in October 2009 and by May 2010 all schools will be migrated to the new system.

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

In the upcoming fiscal year the Department of Internal Audit will be implementing its District-wide Risk-Based Audit Plan. The Audit Plan will be based upon the outcome of the District-wide Risk Assessment performed to analyze and identify those functional areas posing the highest degree of risk to the District's achievement of its goals and objectives. The risk-based approach will broaden the District's exposure, heighten awareness and positively impact accountability throughout the District. To execute the Audit Plan, the Division will be reorganized to create a unit focused on operational audits. The Internal Audit budget for fiscal year 2009-10 was \$1,103,108; the budget for fiscal year 2010-11 will be \$841,428, which represents an overall reduction of \$261,680.

Internal Audit (Function 2112)

The Department of Internal Audit functions as the managerial control which independently measures, evaluates and reports on the adequacy, effectiveness and efficiency of accounting and operational controls and the general compliance with policies and procedures. The objective of the Department of Internal Audit is to assist all members of management in the effective discharge of their responsibilities by furnishing them with analyses, appraisals, recommendations and pertinent comments concerning the activities reviewed.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-110 and TCA §49-2-112

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 599,499	\$ 593,995	\$ 602,798	\$ 629,438
Employee benefits	158,223	164,668	165,474	177,923
Professional services	875	133	13,360	13,360
Property maintenance services	1,640	1,260	100,480	480
Contracted services	1,582	427	1,000	1,000
Supplies & materials	5,125	5,842	7,000	7,000
Travel	6,012	3,395	8,906	5,777
Furniture & equipment	5,363	1,286	204,090	6,450
Other objects	-	-	-	-
Total	\$ 778,319	\$ 771,006	\$ 1,103,108	\$ 841,428
Staffing level	11.00	10.00	10.00	10.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To develop and begin implementation of a comprehensive risk-based assessment plan for the District	To identify risks, threats and known vulnerabilities and prioritize these based on impact or criticality of the function. To develop an audit plan for cyclical audits of identified areas	Percentage of the plan completed	10% - approval and funding for consulting services	100% of the risk assessment plan completed	30% of the schedule of audits determined by plan, performed.
Migrating the schools accounting system to a web-based accounting software and maintaining the system	To replace aging accounting software with a contemporary, financial tool that ensures the integrity and reliability of the information produced	Percentage of schools transferred to new system	10% - pilot program completed. Maintenance - ongoing	90% - remainder of schools transferred to new system. Maintenance - ongoing	Maintenance - ongoing

**Internal Audit (Function 2112) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To audit student activity accounting funds annually and produce a yearly report to the State detailing the financial position of each school in the District	To ensure internal controls exist to ensure the safekeeping of student activity funds To ensure policies and procedures governing these funds are being adhered to	Percentage of student funds audited each year and annual report approved by the State of Tennessee's Comptroller	100%	100%	100%
To ensure District employees new to school finances are trained in the area of student activity accounting	To ensure internal controls exist to ensure the safekeeping of student activity funds To ensure policies and procedures governing these funds are being adhered to	Percent of District employees new to school finances trained	100%	100%	100%



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POLICY, LEGISLATION & CONSTITUENT SERVICES

Thelma Crivens, Associate Superintendent

MISSION STATEMENT:

The Mission of the Department of Policy, Legislation and Constituent Services is to create policies and propose or support legislation that promote student achievement and District accountability; to ensure that the results of parents' and the public's concerns/issues are positive and productive; and to engage the Memphis community in a shared vision to achieve supportive school climates, positive student outcomes and healthy neighborhoods.

STRATEGIC GOALS:

- Adopt at least seven policies that support the District's Reform Agenda and are consistent with the principles of Reform Governance in Action by June 30, 2011
- Propose at least four legislative items that support the District's Reform Agenda by December 31, 2010
- Conduct at least ten information and training sessions on policies to key constituent groups (i.e., principals, parents and staff) by June 30, 2011, with a focus on key reform policies
- Meet with at least fifteen key State and Federal legislators to discuss local, State and National education reform
- Resolve constituent concerns/issues within 5 days
- Implement information systems for background checks, volunteer management and program evaluation by June 30, 2011
- Develop a volunteer handbook for volunteers and schools that include quality standards for volunteer programs, including Adopt-a-School, tutoring and mentoring by December 31, 2010
- Expand school-based mentoring to five additional middle schools by June 30, 2011
- Implement a community needs assessment for an identified neighborhood by June 30, 2011

ISSUES & TRENDS:

- The Department is focusing more on reform and transformative policies and legislation that affect the core business of education and that affect other support areas, such as real estate.
- The Department is reviewing how technology can increase efficiency in such areas as background screening, volunteer registration and program evaluation, enabling staff to spend more time recruiting and training volunteers.
- The Department is implementing a school-community plan to partner with public agencies and community organizations to provide community services and programs in underutilized school buildings, resulting in stronger neighborhoods.

POLICY, LEGISLATION & CONSTITUENT SERVICES (concl'd)**FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:**

The Department prepared four major reform policies as part of the District's reform agenda: Grading System, Promotion, Progress Reporting and Real Estate. The Department presented for approval to the Superintendent and the Board, 25 other policies or regulations.

Major legislation was adopted as a result of the 2009 Legislative Agenda: the appointment of impartial hearing officers for tenure hearings and maintenance of pre-K funding at its current levels.

The Division of Volunteer and Community Relations sponsored two luncheons to enable the Superintendent to introduce the Reform Agenda to our faith-based, corporate and nonprofit partners. Since fiscal year 2009-10 was the 30-year anniversary of Adopt-a-School, in May the Division will sponsor a major event recognizing the support from our corporate, faith-based and nonprofit communities over the past 30 years.

CONNECT Mentoring has expanded its mentoring program from nine core schools and thirteen transfer schools in fiscal year 2008-09 (total of 22) to sixteen core schools and eleven transfer schools for the 2009-10 school year (total of 27 schools). A major community partner (Shelby County District Attorney General) expanded its school-based mentoring program from five middle schools to eight middle schools.

A new parent education component has been added to the CONNECT Mentoring Program to provide support to the families of mentored students. A new volunteer policy was developed and approved, including levels of volunteer service and more rigorous background check procedures.

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

The Department is not requesting additional funding for fiscal year 2010-11. It will expand programs and meet its strategic goals by identifying efficiencies, such as using more automated processes and assigning staff additional responsibilities.

Policy, Legislation and Constituent Services (Function 2116)

The Department of Policy, Legislation and Constituent Services develops/revises District policies; develops the District's Legislative Agenda; monitors and analyzes Federal and State education legislation; prepares the District's Strategic Plan; coordinates timely and effective resolution of parent and citizen complaints/concerns reported to Board Commissioners; and prepares the District-wide academic calendar.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-203; §49-2-207; and MCS Policies 1.105 School Board Legislative Involvement and 1.202 Duties of Board Members

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 349,426	\$ 725,152	\$ 724,418	\$ 649,014
Employee benefits	85,920	185,565	184,649	170,680
Professional services	5,945	3,143	5,750	-
Property maintenance services	-	630	1,900	1,900
Contracted services	2,039	3,880	45,811	16,500
Supplies & materials	15,264	5,628	8,027	9,200
Travel	2,701	8,143	9,500	-
Furniture & equipment	2,186	9,791	8,713	-
Other objects	-	55	665	665
Total	\$ 463,481	\$ 941,987	\$ 989,433	\$ 847,959
Staffing level	8.00	9.00	9.00	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Promote student achievement and District accountability	Focus on transformative policies affecting the core business of education and other support areas. Increase the number of internal and external stakeholders who have access, practical knowledge and in-depth understanding of District policies	Number of Reform Policies adopted by the Board	N/A	7	7
		Number of policy presentations to stakeholders	N/A	5	10
Promote legislative reform to increase student achievement	Focus on Federal, State and District education reform efforts	Number of proposed State legislative items enacted that support the District's Reform Agenda	N/A	2	4

**Policy, Legislation and Constituent Services (Function 2116) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
		Contact with each U.S. Senator (designee) and each U.S. Representative (designee) for Memphis to discuss Federal education reform	N/A	3	5
		Individual and group contacts with State legislators to discuss education reform	N/A	5	10

Volunteer and Community Relations (Function 2218)

This function oversees volunteer policies and programs; recruits, screens, trains and places volunteers; oversees school-based mentoring programs; and facilitates school-community development, including community use of schools.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §37-1-414 and MCS Policy 4.501

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 205,177	\$ 268,393	\$ 360,115	\$ 386,669
Employee benefits	59,274	81,875	108,208	116,853
Professional services	43,496	43,893	93,450	118,658
Property maintenance services	-	-	965	1,250
Contracted services	14,392	2,700	50,000	40,603
Supplies & materials	41,358	2,376	15,000	11,522
Travel	2,110	-	2,412	2,100
Furniture & equipment	3,431	-	5,000	11,535
Other objects	-	-	1,105	85
Total	\$ 369,238	\$ 399,237	\$ 636,255	\$ 689,275
Staffing level	5.30	5.30	5.30	6.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Build and strengthen family and community partnerships to support the academic and character development of all students	Increase community involvement in implementing school and District programs	Number and types of community partnerships and school-adopters	N/A	Corporate/nonprofit: 300 Faith-based: 300 School-community development: 5	Corporate/nonprofit: 350 Faith-based: 350 School-community development: 10
		Number of community volunteers working in schools	N/A	4,000	6,000
Create a school community that promotes student leadership and healthy youth development	Increase mentoring of students	Number of students enrolled in school-based mentoring programs	N/A	250	400
		Number of schools with school-based mentoring programs	N/A	34	40
		Student persistence	N/A	90%	90%



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RESEARCH, EVALUATION & ASSESSMENT (REA)

Dr. John Barker, Executive Director

MISSION STATEMENT:

The Department of Research, Evaluation & Assessment (REA) is a support service unit of the District. Our mission and motto is "to provide the right information to the right people at the right time."

STRATEGIC GOALS:

REA supports each of the District's six strategic goals, with specific functions within the department focused on Goal 1: Student Achievement and Goal 2: Accountability. REA also supports the data and information needs of the Superintendent and Cabinet. The Department is responsible for implementing State-mandated testing through articulated guidelines, reporting results and communicating the data and information about the District to internal and external stakeholders.

ISSUES & TRENDS:

Like many departments, position reductions for the 2009-10 school year caused the team to rethink the way we did business and shift responsibilities among remaining staff members. The number of mandated State tests is increasing without a commensurate increase in State funding to provide assistance for implementing these mandates. Uncertainty is the watchword for the current year as changes in curriculum, development of new State tests for No Child Left Behind (NCLB) compliance and radical changes to the scores at which proficiency is determined (aka "cut scores") serve to change the entire manner in which accountability is measured in Tennessee.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

REA continued to build on its legacy of legendary service to stakeholders with its role in providing information and thought leadership for the unprecedented effort to secure funding from the Bill & Melinda Gates Foundation for two grants: 1) the eighteen-month Measures of Effective Teaching (MET) grant for \$2 million and 2) the seven-year, \$90-million intensive partnership grant, also known as the Teacher Effectiveness Initiative (TEI). During fiscal year 2008-09, REA also started daily production of the Form 30K briefing for the Superintendent and by year's end, the Department had produced 107 daily reports in addition to dozens of research briefs and evaluation papers.

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

Budget cuts and adjustments are proposed in all areas except salary and benefits. In order to meet the growing demand for evaluation results and formative assessment data, the department will realign to support an evaluation of the initiatives in the Superintendent's Cradle to Career Pathway.

Research, Evaluation & Assessment (Function 2133)

This Department supports academic programming for the District by striving to provide the right information to the right people at the right time. REA coordinates, communicates and educates District stakeholders at all levels of the organization from the Superintendent and Cabinet to school-level leaders and parents. The Department provides leadership for all facets of State-mandated testing requirements, formative assessments across the District, program evaluation for grant-funded initiatives, District-led and approved external research efforts and the existing new work of developing a teacher-effectiveness measure for the District's partnership with the Bill & Melinda Gates Foundation.

Legally Mandated/Required Curriculum: No

Legal Reference or Statute: It is important to point out here that associated functions of the office are written into State and Federal statutes. For example, the No Child Left Behind (NCLB) Act requires testing for students in specific grade levels and subjects. REA conducts a count of the number of students in the tested grades and subjects, orders tests for these students, communicates with schools regarding testing windows and preparation schedules, receives testing materials and coordinates delivery of the materials to schools, trains school testing coordinators in the proper procedures of test administration, monitors testing in the schools during the examination window, receives the completed test materials back from schools, coordinates delivery of completed test materials to State processing facilities, receives and cleans the data file generated from the testing, conducts the analyses appropriate for the AYP appeals process, disseminates results of the testing, conducts workshops and training activities on how to interpret and use the test results, develops materials for test preparation activities, works with the Superintendent and Cabinet – as well as region superintendents and principals – to connect test results to other school data (i.e., formative assessment results) and evaluates the process listed here to improve efficiency and effectiveness of each task. So while the department is not explicitly mandated by law, REA is the means by which legally-mandated activities get done for NCLB testing, GED testing, college-ready State assessments (e.g., EXPLORE, PLAN and ACT), grant-mandated program evaluations and Title I evaluations.

Program Changes: The department has expanded through a generous gift to MCS from the Bill & Melinda Gates Foundation to include the function of coordinating the teacher effectiveness measure portion of the Teacher Effectiveness Initiative (TEI). This is very consistent with our prior measurement work, and we are excited to play an integral role in the emerging National conversation about teacher effectiveness.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,324,380	\$ 1,238,804	\$ 985,559	\$ 1,012,101
Employee benefits	320,220	305,804	226,528	255,788
Professional services	53,275	3,570	15,585	7,500
Property maintenance services	4,574	8,245	8,100	9,000
Contracted services	37,790	24,278	16,362	17,000
Supplies & materials	40,886	15,240	30,572	18,965
Travel	18,393	7,185	8,057	3,000
Furniture & equipment	36,195	2,103	5,848	4,000
Other objects	586,842	616,281	577,515	577,515
Total	\$ 2,422,555	\$ 2,221,510	\$ 1,874,126	\$ 1,904,869
Staffing level	22.00	20.00	16.00	16.00

**Research, Evaluation & Assessment (Function 2133) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To serve the needs of our stakeholders	Provide the right data to the right people at the right time	Customer satisfaction	94%	95%	96%



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SCHOOL SAFETY, SECURITY & EMERGENCY MANAGEMENT

Gerald Darling, Chief of School Safety

MISSION STATEMENT:

This mission of the School Safety, Security and Emergency Management Department is to provide a positive, safe and respectful environment for students, staff and families of the District.

STRATEGIC GOALS:

The Department directly supports District Goal 5: Safety & Discipline. The Department is responsible for providing school security and safety by allocating appropriate resources in an efficient manner.

ISSUES & TRENDS:

As with all urban districts, MCS must continuously focus on improving school safety. The department is in ongoing communications and partnerships with internal and external entities. These relationships include various law enforcement agencies, grassroots organizations and governmental offices.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

- Implemented Gang Reduction Program
- Identified students had 70 percent less discipline referrals
- Formed multiple partnerships to develop community intervention teams
- Successes published in three National journals
- Formed a Juvenile Justice Board
- Developed referral process from Pupil Service Center (PSC)

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

The budget is a continuation from the previous year. We have strategically looked at our current resources and allocated the money in areas of need. Going to Zero/Goal-Based Budgeting assisted in this. More emphasis will be placed in areas of concern as identified through ongoing observations and reports.

School Safety Initiative (Function 1927)

The School Safety Initiative provides guidelines for the District to address and respond to school emergencies. This strategy will provide standard procedures to assist schools with a foundation for planning and responding to emergencies by identifying potential hazards, conducting emergency drills and promoting community and parent involvement.

Legally Mandated/Required Curriculum: No

Legal Reference or Statute: TRR/MS 0520-1-3-.03(17), TCA §68-102-137(b)(f) and Tennessee Department of Health Pandemic Influenza Response Plan

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,243,572	\$ 473,715	\$ 1,891,030	\$ 1,017,291
Employee benefits	381,191	148,377	559,852	314,322
Professional services	40	189,910	341,106	155,000
Property maintenance services	-	-	-	4,000
Contracted services	490,344	151	-	62,500
Supplies & materials	357,621	40,527	68,000	109,000
Travel	9,004	14,339	10,135	29,700
Furniture & equipment	8,252	-	-	35,541
Other objects	-	-	-	-
Total	\$ 2,490,024	\$ 867,019	\$ 2,870,123	\$ 1,727,354

Staffing level	83.00	66.00	59.00	21.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Proposed
To provide comprehensive school safety planning	To submit annual Multi-Hazard Plans for review and approval	Increase the number of Multi-Hazard Plans submitted on scheduled date	85%	95%	100%
To conduct emergency drills in schools	To involve school staff and students by demonstrating universal emergency procedures	Increase the number of schools who conduct drills on scheduled date	85%	95%	100%
To address hazards in the school areas	To provide an increase in addressing the number of hazards	Data submitted by schools	85%	95%	100%

School Resource Officers (Function 1928)

The School Resource Officers Department's primary objective is to assign officers to high incident secondary schools that are on the State's Striving Schools list. They monitor opening and dismissal, patrol the school campus, assist the administration when requested and work athletic and other school events. They are a vital component with our intervention and prevention programs such as SHAPE, GRASSY and Truancy.

There is a partnership between the Memphis Police Department and the District's Security where officers from both departments are assigned to secondary schools.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ 2,423,749	\$ 2,971,683	\$ 3,974,332
Employee benefits	-	634,580	713,855	1,068,036
Professional services	-	1,599,028	2,000	11,000
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	29,000	80,000
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ -	\$ 4,657,357	\$ 3,716,538	\$ 5,133,368
Staffing level	-	-	58.00	84.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
#5 Safety & Discipline	To ensure the safety and security of our students, staff, property and equipment	Reductions in serious incidents within the District	16% decrease	10% decrease	5% decrease

Security Operations (Function 2850)

The primary objective of Security Operations is to provide a safe school environment for students, staff and personnel by maintaining an efficient program of safety and security as well as physical plant security.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 2,180,470	\$ 1,894,543	\$ 1,972,925	\$ 2,069,808
Employee benefits	620,670	450,185	500,259	562,668
Professional services	1,929,928	285,781	1,943,834	930,083
Property maintenance services	1,035,297	1,170,007	1,332,830	870,671
Contracted services	86,060	6,456	225,800	25,310
Supplies & materials	226,238	234,302	252,374	271,774
Travel	3,769	8,706	9,000	-
Furniture & equipment	1,407,652	406,123	608,000	297,500
Other objects	3,616	9,188	13,038	8,443
Total	\$ 7,493,700	\$ 4,465,291	\$ 6,858,060	\$ 5,036,257
Staffing level	66.00	91.00	34.00	33.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
#5 Safety & Discipline	To ensure the safety and security of our students, staff, property and equipment	Reductions in serious incidents within the District	16% decrease	10% decrease	5% decrease
#5 Safety & Discipline	Timely response to calls for services on repairs to our systems	Decrease in response time	Yes	Yes	Yes

SCHOOL CHOICE & STUDENT ACCOUNTING

William E. White II, Executive Director

MISSION STATEMENT:

The mission of the Department of School Choice & Student Accounting and its five offices is to support the District's mission – Academic Achievement: #1 – by providing active support to, and being an integral component of, a high-performing organization that establishes a culture of continuous improvement, transparency and accountability at all levels.

- The Office of Student Enrollment and Records manages and coordinates activities related to student enrollment and school assignments, including most transfer opportunities.
- The Office of Student Information manages the student information system and its use as the District's primary State reporting tool for student information.

STRATEGIC GOALS:

The Strategic Goals of the Department of School Choice and Student Accounting align with the District's goals of Student Achievement (1), Accountability (2), Parent and Community Involvement (3) and Safety & Discipline (5). Department goals include:

- Improving the quality of student data
- Providing parents and students with educational choices
- Providing eligible students with safe, efficient bus transportation
- Providing efficient and secure delivery of mail and parcels
- Providing high-quality and economical printing services

ISSUES & TRENDS:

Each year, the State modifies and increases reporting requirements. Several changes have been mandated for the current school year and for fiscal year 2010-11. Further, the use and functionality of the District's student information system (Chancery SMS) also continues to increase. The number and variety of schools and educational programs continues to expand, offering parents and students additional options. This expansion requires additional support from all offices within School Choice and Student Accounting.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

The process for open enrollment and NCLB transfers has been further streamlined by making use of online applications and modifications to the student information system.

- An online registration tool is under development.
- Centralized master scheduling was accomplished.
- The PowerTeacher electronic grade book is available to every classroom teacher, and a District-wide parent portal (ParentCONNECT) continues to be implemented.



STUDENT CHOICE & STUDENT ACCOUNTING (concl'd)

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

- Student Accounting (2520): continuation budget; staffing requirements remain constant, and no additional dollars are requested.
- Mail and Distribution (4723): continuation budget; staffing requirements remain constant, and no additional dollars are requested.

Student Accounting (Function 2520)

Student Accounting is comprised of the following two offices: The Office of Student Enrollment and Records and the Office of Student Information.

The Office of Student Enrollment and Records submits enrollment, membership and attendance data to the State Department of Education; coordinates activities related to students' school assignments; manages open enrollment and NCLB transfers; provides student enrollment, attendance and transfer data to schools and District departments/divisions; advises parents, principals and District/school support staff in matters related to records, attendance, enrollment, transfers, school assignments, custody issues and other relevant policies and laws; assists parents with student transfer decisions; directs the organization, dispersal and maintenance of all permanent student records; collects student tuition payments; and tracks students who drop out or leave the District.

The Office of Student Information manages the student information system; maintains setup modules and the District's course catalog to meet State and District requirements; monitors the accuracy of data elements in Chancery SMS and those transmitted via Education Information System (EIS) extracts to meet State and District requirements; transmits EIS extracts and reviews errors to ensure that data needed for reports generated by the State Department of Education are complete and accurate; provides training and help desk support to District and school personnel in the use of the student management system; and conducts testing of revisions, upgrades and changes to the student management system.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-1-104; TCA §49-1-209; TCA §49-6-3001 to 49-6-3113 (various parts); TCA §49-6-5101 to 49-6-5106; ESEA/NCLB Sections 1116(b)(1)(E), 1116(b)(5)(A), 1116(b)(7)(C)(i) and 1116(b)(8)(A)(i); 34 CFR 200.44(a)(1)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,240,308	\$ 1,699,293	\$ 1,937,921	\$ 1,845,039
Employee benefits	322,741	419,976	445,994	456,634
Professional services	59,927	547,030	114,000	170,197
Property maintenance services	14,881	12,398	19,745	19,745
Contracted services	72,863	20,451	24,107	22,107
Supplies & materials	13,496	16,658	20,000	14,500
Travel	5,417	1,489	12,496	2,000
Furniture & equipment	46,133	7,399	5,094	5,094
Other objects	224	280	-	500
Total	\$ 1,775,990	\$ 2,724,974	\$ 2,579,357	\$ 2,535,816
Staffing level	26.00	31.30	28.30	26.30

**Student Accounting (Function 2520) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
2 - Accountability	To improve the turnaround time for transcript requests via the use of document imaging	Average number of days for transcript to be provided	N/A	Establish baseline	Decrease from baseline
1 - Student Achievement, 2 - Accountability	To improve the tracking of students who drop out or transfer from the District	Percent of students on withdrawal reports whose coding is confirmed	N/A	Establish baseline	Increase from baseline
2 - Accountability	To improve the quality of student data		N/A	Establish baseline	Increase from baseline

Mail and Distribution (Function 4723)

The Office of Mail and Distribution is responsible for providing mail and other deliveries to all schools, area offices and the administration building on a timely schedule. This Office also serves as liaison between the Board of Education and the Post Office on postal regulations, etc. and between the Board of Education and FedEx and UPS.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 207,335	\$ 207,249	\$ 225,928	\$ 230,279
Employee benefits	66,902	66,433	66,427	71,425
Professional services	5,430	985	1,000	-
Property maintenance services	3,042	2,397	4,000	4,000
Contracted services	196,805	244,409	292,366	301,566
Supplies & materials	43,238	39,792	47,796	41,196
Travel	-	289	-	-
Furniture & equipment	2,100	-	9,000	5,400
Other objects	175	-	-	-
Total	\$ 525,027	\$ 561,554	\$ 646,517	\$ 653,866
Staffing level	8.00	7.00	7.00	7.00

Goals, Objectives & Measures

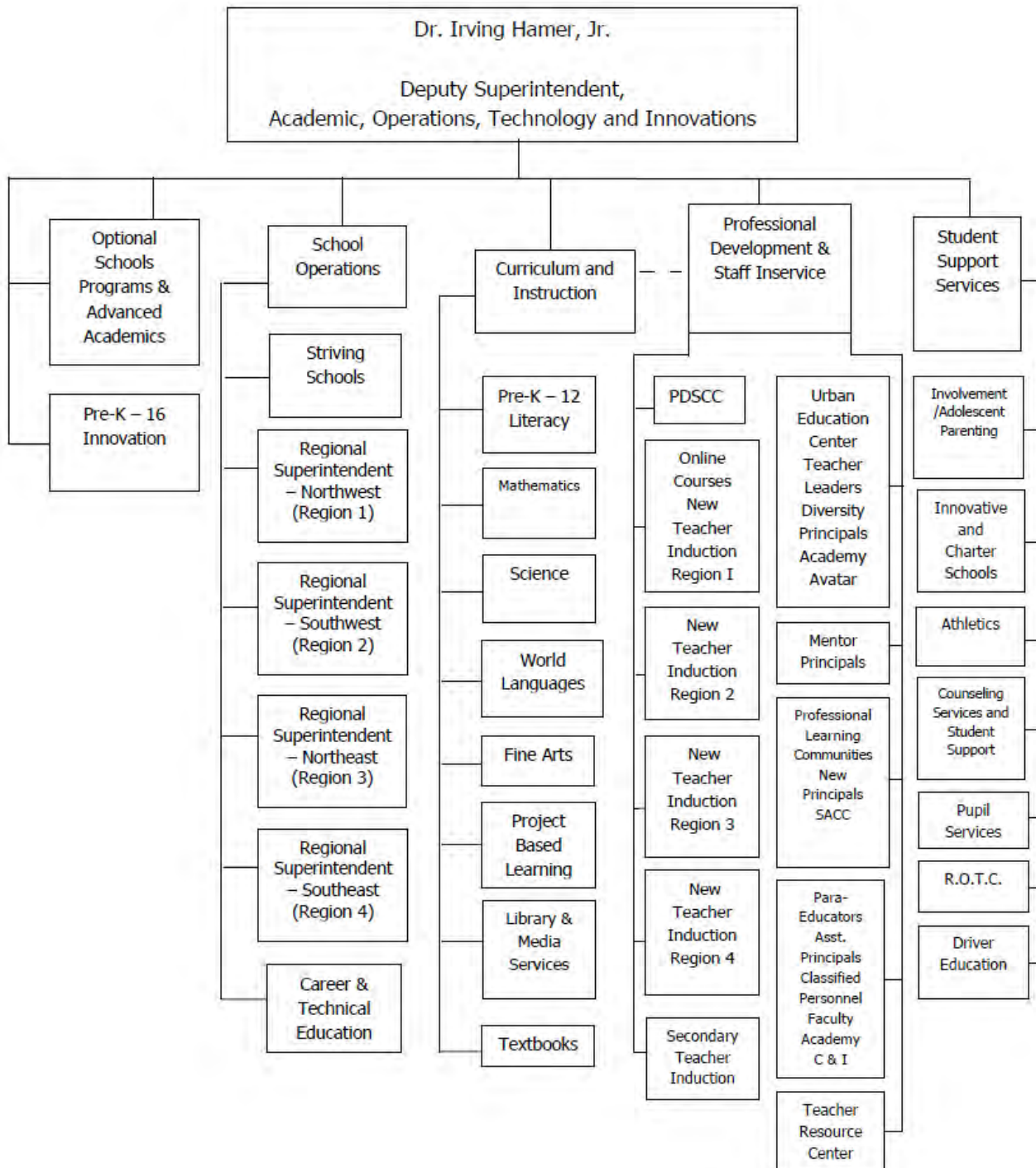
Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
2 - Accountability	To improve stakeholder satisfaction with services provided	Customer satisfaction surveys	N/A	Establish baseline	Increase in satisfaction ratings as compared to baseline



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ACADEMIC, OPERATIONS, TECHNOLOGY & INNOVATION

Dr. Irving Hamer, Jr., Deputy Superintendent



Project-Based Learning (Function 1154)

To create a learning environment in which all students have the opportunity to develop their analytical, practical and creative talents. Teachers will guide each student in the District in developing two projects to be showcased in a Fall and Spring Exhibition of Student Work at each school site. Community members will be recruited and trained to serve as jurors to evaluate students work on exhibition days and may serve as project mentors to lend their expertise to students. Throughout the school year, professional development in the philosophy and instructional strategies of project-based learning will be provided to teachers, instructional facilitators, assistant principals and principals. Project-based learning in the District has been expanded to include the student development of Capstone projects at the exit grades of 5, 8 and 12. The Capstone experience at grades 5 and 8 will build the background for students who will be expected to present a Capstone project as part of the new graduation requirements based on recommendations of the Tennessee Diploma Project and delineated by MCS board policy.

Legally Mandated/Required Curriculum: No

Legal Reference or Statute: TRR/MS 0520-1-3-.06 (2); MCS Board Policy 4.605

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ 276,910	\$ 251,446	\$ 222,790
Employee benefits	-	53,223	46,647	44,491
Professional services	-	155,529	195,000	199,500
Property maintenance services	-	1,480	6,120	6,120
Contracted services	-	69,690	66,880	66,880
Supplies & materials	-	237,858	151,447	126,947
Travel	-	32	-	-
Furniture & equipment	-	-	4,000	4,000
Other objects	-	-	-	-
Total	\$ -	\$ 794,722	\$ 721,540	\$ 670,728
Staffing level	-	3.00	3.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1 - Academic Achievement 3 - Parent/Community Involvement					
To increase the rigor of our students' instruction through project-based learning	To have all MCS schools participate in a Fall and Spring Exhibition of Student Work where students will showcase their products created through rigorous project-based learning	Percentage of participation Fall and percentage of participation Spring	Fall 100%; Spring 100%	Fall 100%; Spring 100%	Fall 100%; Spring 100%
To increase community participation in our local schools	To recruit community members to serve as jurors for the Fall and Spring Exhibitions of Student Work	Number of community jurors who participate	Fall 4,558; Spring 6,442	Fall 7,048; Spring 7,250	Fall 7,500; Spring 7,750

**Project-Based Learning (Function 1154) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To increase the rigor of our students' instruction through completion of a Capstone experience	To have all MCS exit grade students complete a Capstone project that requires in-depth, age appropriate research into a student selected topic	Percentage of exit grade students completing a Capstone project	N/A	12th grade - 100%; 8th grade - N/A; 5th grade - N/A	12th grade - 100%; 8th grade - 100%; 5th grade - N/A
To increase community participation in our local schools	To recruit community members to serve as Capstone jurors for the Capstone projects in grade 12	Number of community Capstone panel members who participate	N/A	N/A; Capstone panel presentations were excluded for 2009-10 school year	200

Optional Schools & Advanced Academics (Function 1913)

The Division of Optional Schools and Advanced Academics offers a variety of specialized school programs. These specialized programs were created to give students and their parents the opportunity to choose a school that more closely matches the student's interests and abilities than his or her assigned school. Forty-three schools currently offer optional programs at different grade levels. Some optional programs focus on college preparatory; business and finance; aviation; travel and tourism; International Baccalaureate Diploma Programme; Dual Language Immersion, Environmental Science; Science, Technology, Engineering and Math (STEM); science-enriched academics; pre-engineering; engineering; military science; Montessori; Developing Masterful Mathematical Minds (DM³); Media Arts and Public Service (M.A.P.S.); technology and careers; health sciences; creative and performing arts; and international studies. Some optional programs offer more intensive or additional courses of study than found in the traditional curriculum. The success of these special programs influences the recruitment of employees as well as new companies to Memphis.

Expansion of the optional programs into six additional schools for the 2010-11 school year is one of Superintendent's key initiatives. The expansion plan is overseen by the Deputy Superintendent, regional superintendents and the Director of Optional Schools and Advanced Academics. Input from these various sources led to the newest optional school selections which are Cummings School – DM³ – Developing Masterful Minds; Douglass School – Media Arts and Public Service; Whitehaven Elementary – STEM – Science, Technology, Engineering and Math; Primary Years Programs at Ridgeway/Balmoral Elementary and Oak Forest Elementary – International Baccalaureate Application Schools and Middle Years Program at Ridgeway Middle – International Baccalaureate Application School. The goals of the expansion plan are to increase equity and access for more students, provide continuity of educational programs, create new and innovative program themes and increase student enrollment.

The purpose of the Advanced Placement (AP) Program is to provide academic intensity and quality education to students so they can develop habits of mind, knowledge and skills to be successful in post-secondary endeavors. The program is responsible for growth and maintenance of AP courses, supporting both teachers and students.

The honors program is two-fold. In order for a course to be classified as an honors course, the State requires that certain curricular standards be met. One aspect of the honors program is to maintain records to verify that State requirements are being met. The other aspect is raising the bar for honors classes so that they function as pre-AP, pre-IB, dual enrollment and college prep classes.

Optional Schools & Advanced Academics (Function 1913) (cont'd)



Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 2,854,110	\$ 2,896,481	\$ 4,317,463	\$ 5,009,682
Employee benefits	681,197	713,123	1,213,646	1,422,749
Professional services	97,377	66,759	629,312	515,660
Property maintenance services	1,693	2,432	5,500	7,310
Contracted services	38,177	31,367	162,696	160,571
Supplies & materials	136,181	235,769	413,386	432,157
Travel	16,657	4,879	41,100	4,100
Furniture & equipment	28,239	518,752	835,107	132,895
Other objects	11,694	2,208	24,855	56,150
Total	<u>\$ 3,865,325</u>	<u>\$ 4,471,770</u>	<u>\$ 7,643,065</u>	<u>\$ 7,741,274</u>
Staffing level	56.00	57.00	75.00	93.00

Optional Schools & Advanced Academics (Function 1913) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To expand and support the MCS Optional Programs Strategic Goals - #1, 2, 3, 6	To increase equity and access for more students	Equity of program placement in under-served neighborhoods	100%	100%	100%
To expand and support the MCS Optional Programs Strategic Goals - #1, 2, 3, 6	To provide continuity of education programs (feeder patterns)	Increase number of schools demonstrating continuity of education	100%	100%	100%
To expand and support the MCS Optional Programs Strategic Goals #1, 2, 3, 6	To increase the number of new and innovative program themes (4- 2009)(6- 2010)	Number of programs developed	100%	100%	100%
To increase the number of Advanced Placement classes throughout the District Strategic Goals #1, 2, 3, 6	To ensure Advanced Placement teachers are appropriately trained	Number of teachers who attend College Board week-long AP Institutes	97%	99%	100%
To increase student participation in honors courses and provide support for the courses Strategic Goals #1, 2, 3, 6	To support schools in vertically aligning curriculum and strategies so that students in grades 6-11 are better prepared for challenging course work	Number of honors courses offered	1,143	2,003	2,030
To increase student participation in honors courses and provide support for the courses Strategic Goals #1, 2, 3, 6	To support schools in vertically aligning curriculum and strategies so that students in grades 6-11 are better prepared for challenging course work	Number of professional development sessions offered (i.e, vertical teams, strategy workshops, etc.)	40	65	90

Pre-K – 16 Innovation (Function 1942)

The Office of Pre-K – 16 is responsible for several of the District's initiatives: Looping, PM Schools, Summer Transition Programs, Freshman Academies as well as scheduling and managing high school graduations. The Division has direct responsibility for budgeting and planning these programs in addition to working with other divisions where applicable. They develop brochures and newsletters and appear on various broadcast media, when necessary, in order to communicate the programs to the general community. The Division's greatest responsibility is to work directly with the schools to ensure that programs are successful.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ 580,117	\$ 738,292	\$ 569,695
Employee benefits	-	93,417	81,620	71,355
Professional services	-	64,405	74,000	29,261
Property maintenance services	-	3,000	-	-
Contracted services	-	60,997	22,500	25,300
Supplies & materials	-	129,671	223,950	101,877
Travel	-	3,026	-	-
Furniture & equipment	-	-	-	4,800
Other objects	-	-	-	-
Total	\$ -	\$ 934,633	\$ 1,140,362	\$ 802,288
Staffing level	-	4.00	4.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
PM Schools: To provide four PM Schools for working adults to allow them to earn their high school diplomas	To maintain PM Schools to support Perkins IV objectives and to enhance educational opportunities for working adults	Percentage of students who remain in the program Percentage of students who earn high school diplomas within 2 years	Program began in January 2009 (12 graduates in December 2009)	Program will graduate approximately 20 graduates in May and 10 in December	Program will graduate approximately 35 graduates
Freshman Academies: To provide a transition program for students entering high school to ensure greater academic success and improved graduation rates	To create a nurturing school environment that addresses the social, emotional and academic needs of high school students	Create Freshman Academies where a team of teachers is responsible for the academic success of a group of students. Criteria for success: 1) Attendance 2) Behavioral data 3) Promotion data 4) Student engagement 5) Test data 6) Improved course credit rates 7) Parent contact data	Selected schools created Freshman Academies	All schools create Freshman Academies. REA will develop evaluative measures.	REA will develop evaluative measures
Looping Students at selected MCS elementary schools will remain with the same teacher two consecutive years (K-1 and 2-3) to establish relationships that lead to improved attendance and enhanced student achievement	Improved attendance for teachers and students	Student Attendance	Looping/non-looping 95% looping v. 94% non-looping	96% attendance for looping students	97% attendance for looping students

Pre-K – 16 Innovation (Function 1942) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimate	2010-11 Projected
	Increased academic achievement	AIMSweb	3rd grade math 6.7 mean score looping v. 5.7 non-looping	Show significant gains in Reading, Language Arts & Math	Show significant gains in Reading, Language Arts & Math
	Build strong relationships between parent, teacher and student	Teacher Surveys	Positive Relationship w/ students 100% v. 88%, w/ parents 100% v. 84%, between students 95% v. 72%	Sustain positive relationships between parents, teachers and students	Sustain positive relationships between parents, teachers and students
Expand Looping to include additional schools & teachers	Expand Looping to include additional schools & teachers	N/A	16 schools, 30 teachers	40 schools, 108 teachers	72 schools, 220 teachers
Summer Transition Programs: Provide summer experience at three major transition points so students & parents can visit their new school, meet the staff and become acquainted with their new environment	Summer Transition Programs: Provide summer experience at three major transition points so students & parents can visit their new school, meet the staff and become acquainted with their new environment	Student participation	1. Served approx. 700 Kindergarten students 2. Served approx. 1750 Middle schools students 3. Served approx. 1100 students entering 9th grade	Enhance program plans to engage more parents and serve more students at the primary transition points compared to previous year	Enhance program plans to engage more parents and serve more students at the primary transition points compared to previous year
High School Graduation: Coordinate all high school graduation rehearsals and ceremonies	High School Graduation: Coordinate all high school graduation rehearsals and ceremonies	All ceremonies are completed safely before Memorial Day. All District protocols are followed.	Coordinated 35 MCS graduation ceremonies in May 2009	Will coordinate ceremonies; 37 ceremonies in May 2010 (remove Treadwell, add Douglass, River City & MCS Prep)	Will coordinate ceremonies; 36 ceremonies in May 2011 (remove River City)

High School Initiatives/Dual Enrollment (Function 1943)

Memphis City Schools' High School Initiatives/Dual Enrollment Office will provide assistance and support to schools that are redesigning into smaller learning communities, early colleges and career and themed academies. As part of the process, school leadership teams will participate in professional development activities that support their models for school improvement. High schools will increase their capacity to substantially redesign their schools to meet new standards and prepare students for careers and colleges; to improve student proficiency and increase the number of schools that make Adequately Yearly Progress; to use data to inform decision-makers and create a system of continuous feedback and improvement; and to sustain redesigned and subsequent improvements without assistance from State or private external technical assistance providers. Additional support will be provided by engaging community, college and business organizations in collaborative high school initiatives and restructuring designs.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 89,275
Employee benefits	-	-	-	29,803
Professional services	-	-	-	13,982
Property maintenance services	-	-	-	-
Contracted services	-	-	-	77,357
Supplies & materials	-	-	-	21,760
Travel	-	-	-	-
Furniture & equipment	-	-	-	2,500
Other objects	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 234,677
Staffing level	-	-	-	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Dual Enrollment - To enhance the academic performance of all students through rigorous curriculum and instruction	To increase the number of students enrolled in college-level and articulated courses by 20% To increase the number of participating schools by 5% over the previous year	The number of students enrolled in college-level courses The number of schools participating in dual enrollment	651 students enrolled in college courses 26 participating schools	781 estimated student enrollment 27 participating schools	937 proposed number of students enrolled 28 participating schools

High School Initiatives/Dual Enrollment (Function 1943) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
High School Redesign/Smaller Learning Communities - To substantially redesign high schools to meet new standards and prepare students for the next level of schooling	To provide professional and technical support to high schools that are redesigning into smaller learning communities, early colleges and career/themed academies	Analysis of progress made on milestones toward the implementation of academy structure and other redesign features	Fourteen high-priority high school redesign grants were submitted to the Tennessee Department of Education	Grants were awarded in October 2009. Schools defined implementation timelines. Monitoring visits were scheduled. Budget and addenda were revised to meet grant goals. Stakeholders and school staff attended professional development activities. Additional training will be offered during spring 2010. University of Memphis will serve as the external evaluator for the high school redesign grant. The District-wide high school task force will serve as the advisory team for grantees.	REA, in collaboration with the University of Memphis, will submit preliminary reports
The Early College Initiative (P-16) - To coordinate professional and technical assistance to Early Colleges/Middle Colleges, other external partners and intermediaries	To initiate, design and maintain continuous college partnerships that support District initiatives and other college and university collaboratives including Hollis F. Price Middle College and Middle College National Consortium	Review of MCS' MOU collaborative agreements, evaluation reports from NCREST (National Center for Restructuring Education, Schools and Teaching), implementation plans, Critical Friends Reports	Submission of the Early College Transition Grant to the Middle College National Consortium to provide a coherent approach to early college enrollment with multiple college partners	Memphis City Schools was awarded a \$60,000 Early College Transition Grant from the Middle College National Consortium, an intermediary for the Bill & Melinda Gates Foundation to provide equity and access for secondary students to earn college credits while in high school	Memphis City Schools will be awarded an additional \$100,000 Early College Transition Grant from the Middle College National Consortium to continue to provide equity and access for secondary students to earn college credits while in high school
Colleges and Universities' Collaboratives - To coordinate college and university initiatives	To initiate and maintain continuous college and university partnerships to support District-wide initiatives	Increase the number of collaboratives/initiatives for participating colleges and universities by 10%	8 participating university and college partners including P-16 Council, University of Memphis, CUE (LeMoyne-Owen College) SITES-M Union University, Freed-Hardeman, Christian Brothers University, Southwest Tennessee Community College, Tennessee Technology Center of Memphis, University of Tennessee Health Sciences	9 participating university and college collaboratives/initiatives	10 participating university collaboratives/initiatives

Professional Development & Staff In-Service (Function 1945)

The Division of Professional Development & Staff In-Service takes a comprehensive approach based on the three-year Comprehensive Professional Development Plan to improve the quality of education and academic achievement of all students. This plan provides ongoing training for central office staff, community stakeholders, principals, assistant principals, instructional facilitators (School-Based Coaches), teachers, para-educators and other District support staff. These stakeholders are committed to eliminating the achievement gap and increasing the academic performance of our students.

The ultimate goal of the Division of Professional Development & Staff In-Service is to help the District achieve its strategic goals. The main purpose of professional learning is to link individual objectives and organizational objectives together to bring about achievement of those individual goals and objectives that are critical and essential to the overall success of the District. Additionally, the Division of Professional Development & Staff In-Service engages in the necessary functions to develop the skills of people to achieve their capability and satisfy their professional development plans and goals, as well as continuing to achieve the goals of the organization.

Legally Mandated/Required Curriculum: Yes. State required curriculum: Child Abuse, Suicide Prevention and Professional Development on New State Curriculum

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ 3,627,159	\$ 839,368	\$ 823,491
Employee benefits	-	810,587	161,611	176,163
Professional services	-	1,271,055	779,000	875,519
Property maintenance services	-	14,450	3,000	3,000
Contracted services	-	73,759	132,578	155,878
Supplies & materials	-	180,698	184,000	56,000
Travel	-	25,670	50,000	10,000
Furniture & equipment	-	26,043	16,000	17,000
Other objects	-	-	500	681
Total	\$ -	\$ 6,029,421	\$ 2,166,057	\$ 2,117,732
Staffing level	-	-	10.00	10.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1. Design and implement a regional institute for aspiring secondary leaders; 25 aspiring assistant principals; 25 teachers	Execution of the Urban Education Center Leadership Program with 100% accuracy	100% accuracy	100%	100%	100%

Professional Development & Staff In-Service (Function 1945) (cont'd)

Goals, Objectives & Measures (cont'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
2. Produce two cutting-edge, revenue generating initiatives in affiliation with institution of higher education (Urban Education Center; Forum for Innovative Leadership: Inspiring Commitments to Education)	The Urban Education Center's Forum for Innovative Leadership Conference: Inspiring Commitments to Education Conference and the Executive Leadership Program will provide District revenue	Revenue will be generated for each of the aforementioned revenue-generating endeavors	100%	100%	100%
3. Provide lesson planning; placing guides and curriculum mapping support to all teachers	The professional learning support to the Curriculum and Instructional Division will be provided with 100% accuracy by all targeted classes	100% accuracy	100%	100%	100%
4. Coordinate professional development for key customers (e.g., 3,000 tutors, 4,000 student exhibition jurors, new student leadership institute, in core content, World languages, Fine Arts, ESL and Advanced Placement teachers)	The face-to-face and online professional learning will be provided with 100% completion by all targeted dates	100% completion	100%	100%	100%
5. Provide specialized professional development support for colleagues working with targeted, high needs students, 2,500 adults	Professional Development will be provided to all certificated staff and para-educators to support students that need Tier 2 and 3 interventions and that are over-age for their grade	95% completion	100%	100%	100%
6. Develop an online menu of research-based professional development offerings for teachers and administrators	The Teachscape online courses of Literacy, Marzano's High Yield Strategies and New Teacher Induction will be provided to all 7,000 District teachers inclusive of 77 assessments that will denote 80% mastery of the content for each course. The 2010 and 2011 academic years will engage in worldwide online courses of Teaching for Understanding, Data Wise and webinars for leadership development and individualized online training support for administrative leadership (NY ACADEMY)	100% completion of all online courses with 80% of identified staff demonstrating mastery on all assessments	100%	100%	100%

Professional Development & Staff In-Service (Function 1945) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimate	2010-11 Projected
7. Revise the MCS Five-Year Comprehensive Professional Development Plan (2007-2012) to align to current conditions and new reform initiatives	The MCS Five-Year Comprehensive Professional Development Plan will be finalized and updated to a Three-Year Plan that contains all current initiatives and data to support the impact of professional learning	100% completion	Partially completed	100%	100%
8. Increase Diversity training by 10%	Diversity training will be available to all District staff through online modules with aligned assessments. The professional learning will be differentiated for certified staff, central office and classified staff with 100% of staff impacted	100% completion of all online course with 80% of identified staff demonstrating mastery on all assessments	100%	100%	100%
9. Increase the number of ESL teachers beyond 100	The number of ESL teachers will increase by 10% from the current number of 113	100% completion with at least 124 ESL teachers	100%	100%	100%
10. Develop an MCS TVAAS curriculum for all teachers, administrators, Central Office and School Operations Staff	The MCS TVAAS curriculum for teachers, administrators, central office and schools operations staff is 100% complete with continuous revisions and updates provided.	100% complete with continuous revisions and updates provided	100%	100%	100%
11. Develop an MCS TVAAS training curriculum and assessments for all District Professional Staff	The MCS TVAAS curriculum training curriculum is 100% complete. The Professional Development Coordinators will show mastery of 80% accuracy through all aligned assessments.	The MCS TVAAS curriculum training curriculum is 100% complete. The PD Coordinators will show mastery of 80% accuracy through all aligned assessments.	100%	100%	100%
12. Develop a District-wide teacher conference for execution prior to August 2010	The MCS Teacher Conference will be finalized and conducted prior to August 2010	100% completion by target date	100%	100%	100%
13. Develop a Regional Teacher Effectiveness Conference for execution prior to August 2010	The MCS Teacher Effectiveness Conference for post secondary faculty and other leading educators will be conducted on or before August 2010	100% completion by target date	100%	100%	100%
14. Develop a collaborative Induction Program among MEA, TNTP and MCS	The new STAR Induction Program will be instituted for all new teachers in the first three years of service.	100% completion by target date	100%	100%	100%

Academic, Operations, Technology & Innovations (Function 2205)

The Academic, Operations, Technology & Innovations Office supports the work of the Deputy Superintendent in providing comprehensive support services organized to promote successful learning for all students. The Office provides leadership and supervision for the Chief of School Operations and administrators across the District, as well as Curriculum and Instruction, the Professional Development & Staff In-Service and Student Support.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 314,004	\$ 334,183	\$ 277,451	\$ 304,539
Employee benefits	80,311	72,532	48,901	59,992
Professional services	642,943	58,020	9,027	9,027
Property maintenance services	1,289	10,032	3,282	3,282
Contracted services	47,625	39,922	56,134	56,267
Supplies & materials	11,881	25,229	16,422	14,422
Travel	9,138	3,323	11,363	3,581
Furniture & equipment	9,389	5,277	9,201	9,201
Other objects	-	55	350	2,350
Total	\$ 1,116,580	\$ 548,573	\$ 432,131	\$ 462,661
Staffing level	6.00	3.00	2.00	3.00

CURRICULUM AND INSTRUCTION

Linda Kennard, Executive Director

MISSION STATEMENT:

The Curriculum and Instruction Department is responsible for providing a precise and formal District-wide educational framework based on State standards and the tools necessary to ensure equitable access to rigorous academics for all students in Memphis City Schools. This includes stating the essential knowledge and skills which students must attain as a result of their education in the District; articulating the quality of work necessary for students to be proficient or advanced in given academic subjects; providing guidance for the development of quality teaching and learning experiences; and providing examples of the kinds of performances used to assess student progress toward standards.

STRATEGIC GOALS:

The Strategic Goals of the Curriculum and Instruction Department are at the heart of the District's Goal 1: Student Achievement. The Department is responsible for aligning all curriculum, instruction and assessment with State standards, developing curriculum documents that inform parents and guide the planning and delivery of classroom instruction, promoting research-based instructional practices for use in classrooms and providing guidance on the selection of print, instructional and electronic resources. In addition, the Curriculum and Instruction Department responds to assessment data by providing guidance on interventions and implementation of initiatives designed to address the needs of struggling students, as well as those who require enrichment.

ISSUES AND TRENDS:

The need for increased use of project-based tasks and activities that serve to make learning relevant and engaging in a connected, integrated and cross-curricular manner is imperative to higher student achievement. Further enhancement of curriculum maps and development of project-based work for Exhibitions of Student Work will be undertaken. Greater support in curriculum for the integration of technology is ongoing in order that all District classrooms are examples of 21st century classrooms.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

The Curriculum and Instruction Department created new curriculum documents for every content area and every grade that were aligned to new and existing State Standards. Parent Guides to the Curriculum, as well as classroom-focused course outlines and instructional maps were made available to all stakeholders electronically on the new Curriculum and Instruction Department webpage. The new *M* Initiative for advanced grade 6 mathematics students; the Memphis Literacy Corps and Summer Reading Clinic for Overage for Grades 3, 4 and 5; Stanford Math; Learning Express Writing Folio for grades 5, 8 and 11; Headsprout Early Reading; Read 180; and other interventions were implemented by this Department. New digital science labs and a new African-American History Institute were also instituted. A new Standards-Based Grading and Reporting Protocol was introduced and implemented throughout pre-kindergarten, kindergarten and grade 1.

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

The fiscal year 2010-11 budget is a continuation of the previous year. With the increased need to track data for those students who are receiving intervention and enrichment activities, there will be need for an additional staff person who will be dedicated to academic interventions and the electronic management of learning outcomes.

Itinerant World Language Program (Function 1131)

The Itinerant World Language Program was restructured in fiscal year 2005-06 to include middle schools. The program enables middle school students to attend 90 days in the seventh grade and at least 90 days in eighth grade. The goal for middle school world language classes is to offer 180-day eighth grade courses that will allow students to place into Spanish II/French II in high school. The middle school programs will make AP courses more attainable and the students' experiences in this course more successful based on the increased contact hours in the subject.

In the spring of 2009, the elementary program was realigned to meet National guidelines for elementary programs. These programs are proficiency-based, designed to strategically build the linguistic competence through daily instruction in a world language in K-12 continuums. Each region offers a K-12 Spanish continuum and through Foreign Language Assistance Program (FLAP) grants each region will offer a less commonly taught continuum by 2012. All of the programs follow a standards-based curriculum that was developed locally and offers hands-on, active lessons that incorporate culture. This program focuses on strong vertical teams (K-12) that enable students to develop the background necessary to be lifelong language learners and competitive participants in the global market.

The Itinerant World Language Program will begin a K-12 Mandarin Chinese program in the 2010-11 school year.

- The elementary Spanish program was reorganized in June 2009 to one site per region. These programs are now aligned to National recommendations and best practices. Students now should receive 30 minutes of daily instruction. There has been growth in four schools making the 2009-10 staffing inadequate to meet program objectives and goals.
- There is an increasing number of middle schools offering an eighth grade World Language course for credit. This course requires students to complete an end of course assessment in addition to a National online assessment used to corroborate scores from the District's website.
- The District's percentage of World Language teachers with fewer than 5 years experience is 57 percent; 52 new teachers were hired in 2009-10, and more will be hired for 2010-11. There is a dire need to increase the support of these new teachers, in addition to struggling teachers, District-wide to ensure student achievement.
- New World Language textbooks will be implemented in 2010-11, and curriculum revisions will take place to reflect these new resources for implementation as well as teacher training on the new resources.

Due to these changes in the Itinerant World Language Programs, the program's budget for 2010-11 reflects an increase in order to provide adequate staffing to meet program expectations and grant match requirements, equity in access across programs and regions, content training on new curriculum and instructional materials, the addition of benchmark proficiency testing in target languages District-wide and continued support of programs and teachers District-wide.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TN Diploma Project

Itinerant World Language Program (Function 1131) (concl'd)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,514,331	\$ 1,889,379	\$ 1,769,804	\$ 2,545,295
Employee benefits	326,029	429,711	445,520	774,444
Professional services	17,475	147,454	5,000	3,000
Property maintenance services	-	-	-	-
Contracted services	3,191	568	2,850	3,000
Supplies & materials	67,019	69,879	20,101	40,000
Travel	12,609	8,552	7,000	10,500
Furniture & equipment	22,520	246,385	10,000	32,000
Other objects	192	-	-	-
Total	\$ 1,963,366	\$ 2,791,928	\$ 2,260,275	\$ 3,408,239

Staffing level	39.00	38.00	38.00	55.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To maintain strong feeder patterns in world language in each region advancing student access to building advanced linguistic proficiency in another language (#1 Student Achievement & #6 Diversity)	Offer a minimum of 2.5 hours of instruction in the target language to elementary students (meeting no less than 4 times weekly) in each regional K-12 vertical team	Percentage of elementary schools offering 2.5 hours of instruction to all students in no less than 4 meetings a week	0%	80%	100%
To create equity in access to World Language (WL) instruction (in at least one language) District-wide (#1 Student Achievement & #6 Diversity)	Offer a minimum of a 90-day world language course at every middle school to prepare students for success in secondary WL courses	Percentage of middle schools offering access to a 90-day exploratory World Language course	50%	70%	100%
To increase access to advanced academics to qualified students in middle schools (#1 Student Achievement)	Offer level one language courses for credit to 8th grade students in programs that meet selection criteria	Percentage of eligible middle schools offering level one courses for credit to 8th grade students	70%	80%	90%
To provide quality WL instruction in Less Commonly Taught Languages (LCTLs) (#1 Student Achievement & #6 Diversity)	Offer the opportunity to build target language programs in Arabic, Chinese, Japanese or Russian in high schools	Percentage of selected high schools offering LCTL courses. (Courses and schools increase each year)	100%	100%	100%
To ensure curriculum accountability and implement formative & summative assessments (#2 Accountability)	Track student proficiency at benchmark years (3rd, 5th, 8th, 10th and 12th grade) in all World Languages via NOELLA/OPI/STAMP	Percentage of students meeting local & national benchmarks	Resources not available	Resources not available	90%

Special Skills (Function 1132)

The Memphis City Schools Orff Music Program develops elementary students' ability to perform, to create and to listen to music with understanding. Using the Orff approach to music education, this program actively involves students in singing, moving, playing instruments, reading, creating and problem-solving. Kinesthetic and aural experiences precede the use of notational symbols. Quality folk material and composed music reinforce the transmission of America's cultural heritage while developing an understanding of other cultures. Experiences with the essential elements of music – rhythm, melody, harmony, form and expressive qualities – develop concepts and skills in grades K-6 in line with the Tennessee Department of Education's Fine Arts Standards for General Music. This program also provides opportunities for integration of musical experiences with other subject areas, for collaborating and cooperating with other students and for demonstrating learning to stakeholders in the community through performances.

Elementary Visual Art in the Memphis City Schools is a discipline that includes production, art history/culture, criticism and aesthetics. In grades K-2, the program is sequenced by art elements and principles. Grades 3-8 study the concepts of shape to form, design and illusion of form and space. Students create and evaluate art through the practices of media and techniques, art production, integrated coursework and technology.

Through self-evaluation of authentic art production, students develop problem-solving ability and higher-order thinking skills. Students recognize and understand historical and cultural relationships to visual art. Students develop an understanding of and appreciation for the aesthetic, personal and emotional aspects of art. This promotes a sense of confidence, community and academic reinforcement.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Senate Bill 2920

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 10,549,432	\$ 10,965,316	\$ 11,560,367	\$ 11,883,971
Employee benefits	2,530,904	2,696,948	2,923,750	3,295,545
Professional services	190,147	88,617	75,646	59,000
Property maintenance services	-	-	-	-
Contracted services	3,667	9,520	6,347	7,000
Supplies & materials	632,231	103,417	150,716	158,775
Travel	8,705	8,053	3,019	1,100
Furniture & equipment	51,579	90,794	8,707	92,250
Other objects	-	-	-	-
Total	\$ 13,966,665	\$ 13,962,665	\$ 14,728,552	\$ 15,497,641
Staffing level	235.00	235.00	235.00	232.50

**Special Skills (Function 1132) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1 - Student Achievement	To provide specialized instruction based on the National music standards as articulated in the MCS Orff Music curriculum	Student performances reflect skills and attainment of benchmarks stated in the MCS Orff Music curriculum	80%	85%	90%
	To provide professional development workshops which implement MCS Orff music curriculum	The Special Skills office offers at least fifteen professional development workshops	100%	100%	100%
	To provide understandings, appreciations and skill that focus on the study of history, culture, aesthetics and processes of the arts	Student portfolios reflect attainment of skills and benchmarks stated in the arts curriculum	60%	75%	100%

Elementary Physical Education (Function 1133)

Memphis City Schools' Physical Education program promotes each student's optimum physical, mental, emotional and social development through a variety of planned individual and cooperative physical activities and fitness assessments. It also provides fitness activities and sports that all students, including students with special needs, can enjoy and pursue throughout their lives. The District offers a planned, sequential pre-K – 12 curriculum program that follows State standards in providing developmentally appropriate, cognitive content and learning experiences in a variety of physical activity areas such as basic movement skills; physical fitness; rhythm and dance; cooperative games; team, dual and individual sports; tumbling and gymnastics; and aquatics. Also, the District offers a comprehensive health educational program that emphasizes prevention as well as intervention with regard to the health practices of students. Students participate in cooperative learning instructional methods and physical activities that can be practiced throughout a person's lifespan.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-6-1005(a), TCA §49-6-1303 and TCA §68-1-1205

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 5,653,964	\$ 5,927,679	\$ 5,992,822	\$ 6,379,755
Employee benefits	1,386,191	1,456,280	1,490,870	1,758,682
Professional services	496	10,127	28,827	23,827
Property maintenance services	-	-	-	-
Contracted services	32	1,041	2,000	2,000
Supplies & materials	51,962	25,393	25,400	15,400
Travel	75	3,459	6,647	-
Furniture & equipment	418,213	80,444	53,103	28,388
Other objects	-	-	-	-
Total	\$ 7,510,933	\$ 7,504,423	\$ 7,599,669	\$ 8,208,052

Staffing level	114.00	114.00	114.00	119.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Meet staffing and Coordinated School Health grant requirements	A qualified, experienced individual will be employed to serve as Coordinator of Health, Physical Education and Lifetime Wellness	Staffing is fully allocated to meet Coordinated School Health requirements	0%	100%	100%
Strengthen personnel and organizational involvement related to Health and Physical Education	Establish Health and Physical Education partnerships with local, State, and National organizations	A minimum of five attempts will be made to secure partnerships with local, State and National organizations	0%	100%	100%

**Elementary Physical Education (Function 1133) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Strengthen funding resources and technical assistance for Health and Physical Education	Apply for local, State and National funding for Health and Physical Education programs	A minimum of two attempts will be made to secure additional funding/in-kind support for the Health, Physical Education and Lifetime Wellness program	0%	100%	100%
Facilitate provision of physical education and comprehensive health education to all students	Assess current efforts related to the provision of physical education and comprehensive health education to all students	Monitor MCS K-12 schools for site observations to assess appropriate instructional practice	10%	100%	100%

String Music Education Program (Function 1134)

Strings classes begin in the upper elementary grades with students receiving instruction two days per week. Daily instruction for credit is offered in the middle and high schools that are vertically aligned and closely associated with the feeder elementary schools. Orchestra classes are taught by itinerant teachers, all of which are licensed Instrumental Music Educators. Strings teachers are assigned to multiple programs, most visiting from three to seven different schools in the course of a week. Full orchestra experience is expected in secondary schools in conjunction with their concert band programs. Honors credit for performing ensemble classes is widely available throughout the District. The curriculum is aligned with State/National standards and adopted textbooks and addresses all facets of music literacy and instrumental performance. The performance experience includes large group, small group and individual assessment in a variety of venues by participation in local, regional and National adjudicated assessment/festival events. The strings program is supported by equipment, notably musical instruments, and other supplies that have been funded by the District and VH-1 Save The Music Foundation. Teachers are members of the West Tennessee School Band and Orchestra Association (WTSBOA), the Tennessee Music Educators Association and the National Association for Music Education. WTSBOA sponsored events are high on the District's priority list for ongoing assessment during the school year. The strings program is designed so that students experience a broad range of musical styles. Opportunities to work with guest artists and conductors are available through annual All-City Orchestra Festivals regional honors orchestra clinics and summer camps. School visits, master classes, open rehearsals and ticket subsidies are regularly sponsored by local arts organizations. Many students also participate in private lesson programs, youth orchestras, community orchestras and church orchestras throughout the Greater Memphis area. Integrated interdisciplinary content is embedded in the MCS strings curricula, pointing toward the important role of the arts in nurturing the creative process. The MCS strings program aligns with research that shows that students engaged in high-quality music programs have significantly higher graduation rates and are better prepared to enter a workforce that requires higher critical thinking skills.

Additional schools have opened in the current MCS String Program feeder pattern; Douglass High School and Kate Bond Middle School (Projected). Overall staff positions have actually decreased, causing strings' programs to close during the 2008-09 to 2009-10 academic school years. There are currently three middle schools unable to staff music, which is in violation of State law (Corry, Airways and Chickasaw). To gain compliance with State law and to serve the new schools in the current string program feeder pattern, five additional positions are included in this budget proposal.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Senate Bill 2920 and State graduation requirements of 1 fine arts credit

**String Music Education Program (Function 1134) (concl'd)****Operating Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 870,169	\$ 729,222	\$ 712,701	\$ 761,074
Employee benefits	212,680	170,873	168,006	199,021
Professional services	5,777	3,480	6,000	5,650
Property maintenance services	-	-	-	-
Contracted services	220	522	270	-
Supplies & materials	8,488	11,285	7,881	5,600
Travel	11,572	7,501	10,690	9,236
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 1,108,906	\$ 922,883	\$ 905,548	\$ 980,581
Staffing level	17.00	12.00	13.00	14.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement & Diversity	To develop and maintain strong feeder patterns in string music in each region advancing student access	Establishment of a minimum of 2 vertical teams of feeder schools in each region	60%	80%	100%
Student Achievement	Provide materials and equipment that supports curriculum implementation and assessment	Participation and higher ratings in assessment events (Individual, Small Group and Large Group)	33%	50%	70%
Accountability	Provide coordination and supervision of MCS policy and protocol that ensures safe and efficient District-wide management of all musical equipment	Increased availability of properly maintained musical instruments and decreased security problems associated with inventory	Yes	Yes	Yes
Safety	Provide secure storage equipment and safe acoustical environments for rehearsals	Install proper equipment and acoustic treatment in 5% of schools yearly, with District completion in a ten-year cycle	0%	100%	100%

Mathematics Improvement Project (Function 1135)

The objective of the Mathematics Improvement Project in the Department of Curriculum and Instruction is to provide a pre-K – 12 Mathematics Curriculum that is coherent, aligns with the framework of important mathematics that is set forth by the TN Department of Education and is well articulated across the grades. This curriculum is reviewed and revised on an ongoing basis in order to:

- Accelerate the academic performance of all students in mathematics and to build confidence in their own mathematical abilities
- Enable all students to understand, communicate, appreciate and use mathematics as a tool in everyday situations
- Develop students' skills and strategies necessary to be mathematically literate in order to become a productive citizen capable of success in any post-secondary opportunities in a diverse and technical society
- The newly adopted Tennessee Mathematics Standards are based on the benchmarks set forth in the American Diploma Project (ADP). Research shows that ADP benchmarks are significantly more rigorous than previous high school standards, which resulted in an expectation gap that explains why many high school graduates are not prepared to succeed in college or the workplace. These new standards have created the urgent need for teachers at all grade levels to increase their mathematical content knowledge in order to prepare students at a higher degree of preparedness to meet the expectations at each grade level. Students entering high school in the 2009-10 school year will now be expected to take end-of-course mathematics tests that will escalate to 25 percent of their second semester grade in each high school mathematics course.
- MCS has created a pre-K – 3 grade continuum that will ensure that students have a stronger foundation for success in upper elementary, middle and high school mathematics.
- Teachers will face a new evaluation program that will include Tennessee Value-Added Assessment System (TVAAS) scores as one metric.
- M² Memphis Mathematics Enrichment Cohort Program will add a third cohort of up to 2,500 additional students.
- Algebra Camp and Gateway Prep sessions for students have been moved to this budget from that of Student Support for the 2010-11 school year.
- New mathematics textbooks will be adopted this year and curriculum revisions will take place to reflect these new resources for implementation in the 2011-12 school year.

Due to these changes in mathematics expectations, the Office of Mathematics budget for 2010-11 reflects an increase in order to provide content training for all teachers of mathematics in grades/courses pre-K – Algebra I, additional staff and resources for the M² Memphis Mathematics Enrichment Cohort Program, the addition of the Algebra Camp and Gateway Prep sessions to this budget and the 2010-11 mathematics textbook adoption cycle.

Legally Mandated/Required Curriculum: Yes

Mathematics Improvement Project (Function 1135) (concl'd)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 188,787	\$ 411,595	\$ 485,635	\$ 506,793
Employee benefits	30,761	85,537	85,535	97,798
Professional services	15,463	205,241	208,930	143,000
Property maintenance services	-	212	750	-
Contracted services	13,767	39,431	7,500	202,500
Supplies & materials	72,973	997,198	595,962	495,000
Travel	54,206	33,175	10,001	11,000
Furniture & equipment	9,332	2,830	6,621	10,000
Other objects	-	-	-	-
Total	\$ 385,289	\$ 1,775,219	\$ 1,400,934	\$ 1,466,091
Staffing level	2.00	4.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Improve mathematics achievement for all students	Increase the number of students scoring Proficient and Advanced on Mathematics TCAP	Number of students performing in the Proficient and Advanced categories on TCAP	40,673	41,000	42,000
Support schools in achieving AYP in mathematics	Increase the number of schools making AYP in mathematics	Number of schools making AYP in mathematics as reported by the State	145	150	155
Increase the content knowledge for all teachers pre-K - Algebra I	Increase the number of mathematics content personal developments (PD) opportunities for pre-K - Algebra I teachers	Number of PD opportunities offered to teachers through AVATAR with follow-up face-to-face sessions	38	48	58

Science Improvement Project (Function 1145)

The Science Improvement Project program fosters an environment where students and teachers work collaboratively to expand knowledge in the discipline of science and seeks to provide all students with a science foundation that is appropriate to their career goals and with knowledge and skills that will allow them to function as responsible and contributing members of society. The Science Improvement Project is committed to providing: a climate which encourages teachers and students to work together; academic programs that meet the evolving needs of student; a learning community which ensures students of varying age, ethnicity, culture and socio-economic status are well served; an environment that fosters a lifetime of critical inquiry and learning; and facilities and technology that support the learning environment.

The following are additions to the science program:

- Digital labs
- New textbooks
- New curriculum

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ 87,101	\$ 263,748	\$ 113,741
Employee benefits	-	12,650	43,373	31,098
Professional services	-	172,321	54,931	109,025
Property maintenance services	-	-	750	713
Contracted services	-	35,612	7,500	7,000
Supplies & materials	-	860,677	1,110,062	24,601
Travel	-	-	9,999	15,000
Furniture & equipment	-	-	6,622	6,000
Other objects	-	-	-	-
Total	\$ -	\$ 1,168,361	\$ 1,496,985	\$ 307,178
Staffing level	-	-	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	Increase the number of proficient and advanced students on TCAP and EOC tests	MCS science curriculum aligned. New textbooks adopted and aligned to the curriculum	Unavailable at this time	Unavailable at this time	Unavailable at this time
Increase the number of science advance placement teachers	Provide summer content courses to increase science content knowledge	Number of AP science courses	3	38	44
Increase digital technology in science labs	Provide up to date technology in elementary, middle and high school science labs	9 of 10 digital labs installed and teachers received training	90%	100%	100%

Band and String Instrumentals (Function 1152)

MCS is Nationally recognized as one of the premiere urban districts for music education (Source - National Association of Music Merchants (NAMM)/American Music Conference, President's Commission on the Arts and Humanities). Approximately 70 percent of MCS students are enrolled in music courses. MCS students are awarded millions of dollars annually in music scholarships.

The choral program is designed so that students experience a broad range of musical styles in classes and in performances. The middle school choir program starts with Beginning Choir building on the singing experiences from elementary Orff music. Intermediate Choir and Performing Choir levels follow, which model the Tennessee Student Performance Indicators. During this time, most students will have the opportunity to participate in the All Southwest Middle/Junior High School Honor Choir vocal solo & ensemble and choir festivals each year.

The secondary choral program provides numerous opportunities for performance, competitions and additional assessments. Many schools add specialty choirs in high school such as Swing/Show Choir, Jazz Choir and Chamber Singers. High school students focus on moving from the intermediate Tennessee Grade Level Expectations (GLEs) to meeting the proficient level. Chamber and Honor Choirs should be working on mastering the advanced GLEs. Band begins in the sixth grade (with the exception of Robert R. Church, Delano and Kate Bond Elementary Schools' VH-1 Save The Music Programs) after students have completed an extensive Orff music training at the elementary school level.

Band and String Instrumentals (Function 1152) (cont'd)

Students are offered a middle school performing band experience to include concert band, jazz band and, in some cases, an introductory marching experience. The high school instrumental music experience includes several levels of concert band, jazz band and athletic and marching bands, which perform at school sporting events. The curriculum is in line with National standards and addresses all facets of instrumental performance and performance preparation. The performance experience includes assessment in all venues by participation in regional adjudicated festivals.

The MCS instrumental music experience is supported by equipment and supplies funded by the District, as well as the District's own music education and repair maintenance department. Of the many award winning band programs, some have performed in National venues such as the Midwest Band and Orchestra Clinic, the Macy's Thanksgiving Day Parade, the Rose Bowl and the regional MENC and The Tennessee Music Educators' Conference. Integrated interdisciplinary content is embedded in all MCS music curricula, pointing toward the important role of the arts in nurturing the creative process. The MCS music program aligns with research that shows that students engaged in high-quality music programs have significantly higher graduation rates and are better prepared to enter a workforce that requires higher critical thinking skills.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Senate Bill 2920 and TRR/MS 0520-01-03.05. Requires each LEA to include art and music education for grades K-8; encourages LEAs to fully implement the art and music curriculum adopted by the State Board of Education through both art and music classes, as well as integration into other core academic subjects. For the high school portion, see TRR/MS 0520-01-03-.05.

Program Changes: Several schools (Hamilton Middle, Trezevant High, Carver High, Hillcrest High, Raleigh-Egypt Middle and Oakhaven Middle) have recently added staff positions for new (or fresh-start) instrumental music programs, requiring significant funding for instruments, supplies, secure storage and music furniture. The addition of site-based staff is due partially to Tennessee State Law (SB 2920) requiring music through the 8th grade. For these programs, staffing is only the beginning of the funding needs. Steps have been taken toward providing equipment and materials for the new or fresh-start school music programs, yet more is needed to bring the programs up to District standards for curriculum implementation.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	250	-	3,000	-
Property maintenance services	5,000	-	5,000	5,000
Contracted services	-	-	-	-
Supplies & materials	169,313	-	95,000	95,000
Travel	-	-	-	-
Furniture & equipment	2,119,399	-	497,000	480,704
Other objects	-	-	-	-
Total	\$ 2,293,962	\$ -	\$ 600,000	\$ 580,704
Staffing level	-	-	-	-

**Band and String Instrumentals (Function 1152) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	Provide materials and equipment that supports curriculum implementation and assessment	Participation and higher ratings in assessment events (Individual, Small Group and Large Group)	33%	50%	70%
Accountability	Provide coordination and supervision of MCS policy and protocol that ensures safe and efficient District-wide management of all musical equipment	Increased availability of properly maintained musical instruments and decreased security problems associated with inventory	Yes	Yes	Yes
Safety	Provide secure storage equipment and safe acoustical environments for rehearsals	Install proper equipment and acoustic treatment in 5% of schools yearly, with District completion in a ten-year cycle	0%	100%	100%

Library and Media Services (Function 1520)

The Library and Media Services site-based budget provides professional school librarians who provide instruction to students in the use of media, technology and research and reference skills. Librarians work with teachers in planning and integrating resources into the teaching and learning process. Librarians are also instrumental in providing reading motivation and enrichment activities for students. School librarian positions are funded largely by the State as part of the Basic Education Program. The District's librarians are assigned to meet the current staffing formula – one librarian for each school, a second librarian for schools with 1,050 plus students and a third librarian for secondary schools with 1,750 plus students.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TRR/MS 0520-1-3

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 10,614,314	\$ 10,923,079	\$ 10,303,245	\$ 10,214,222
Employee benefits	2,382,509	2,431,953	2,482,135	2,918,999
Professional services	-	-	-	-
Property maintenance services	-	2,571	-	-
Contracted services	373	4	1,027	1,027
Supplies & materials	1,163,842	547,436	608,262	312,299
Travel	-	-	-	-
Furniture & equipment	29,894	10,223	16,743	23,793
Other objects	-	-	-	-
Total	\$ 14,190,932	\$ 13,915,266	\$ 13,411,412	\$ 13,470,340
Staffing level	196.00	190.00	190.00	183.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Meet current staffing requirements	One librarian for each school, a second librarian for schools with 1,050+ students and a third librarian for secondary schools with 1,750+ students	Staffing is fully allocated to meet State and SACS requirements	100%	100%	100%
Meet and/or exceed State and SACS requirements for library collections	Provide sufficient funding to maintain up-to-date materials that reflect the instructional needs and interests of the users	Funding is allocated to meet and/or exceed State and SACS requirements	100%	100%	100%

Planetarium (Function 1910)

Craigmont Planetarium offers curriculum-referenced multimedia instruction to Memphis area public and private schools and provides events and programs for the community. Introductory, concurrent and summary instructional lessons are available for individual grades K-8. Laboratory experiences and multidisciplinary presentations of topical or seasonal interest are offered to secondary students, grades 7-12. These programs correlate with space science and astronomy concepts in the District's science curriculum. The Planetarium previously offered these services free to Memphis City Schools. This function has been discontinued.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 49,161	\$ 65,818	\$ 65,530	\$ -
Employee benefits	10,198	13,213	13,015	-
Professional services	160	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	394	417	-
Travel	141	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 59,660	\$ 79,425	\$ 78,962	\$ -
Staffing level	2.00	1.00	1.00	-

Textbooks (Function 1911)

Textbooks necessary for the implementation of Memphis City Schools' instructional programs are provided without charge to all public school students. This budget provides for the purchase of newly adopted textbooks, replacement of lost textbooks and rebinding of damaged textbooks. Required consumable textbooks are provided in primary grades. Textbooks are reviewed, evaluated and purchased on a six-year State-rotating schedule. The cost of textbooks increases each fiscal year by approximately fifteen percent due to inflation. Textbooks adopted for the 2010-11 school year will serve our K-12 student population. English Language/Arts, English as a Second Language and World Languages textbooks were adopted. The cost of each textbook is: English Grammar & Composition for grades K-5 - \$31.99, grades 6-8 - \$67.00 and grades 9-12 - \$71.00; English as a Second Language textbooks for grades K-5 - \$219.95 and for grades 6-12 - \$75.00. The average price of a World Languages Textbook for grades 6-12 is \$70.00.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-3310

Program Changes: Due to the annexation of Chimneyrock Elementary, an additional \$65,000 was needed to supply students with necessary textbooks.

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 31,136	\$ 38,003	\$ 32,245	\$ 38,834
Employee benefits	3,329	3,854	2,467	2,974
Professional services	-	110,468	-	26,880
Property maintenance services	-	6,120	-	-
Contracted services	32,571	25,346	44,000	64,325
Supplies & materials	8,014,775	8,365,965	8,975,955	10,157,593
Travel	-	-	-	-
Furniture & equipment	-	1,612	1,612	-
Other objects	-	-	-	-
Total	<u>\$ 8,081,811</u>	<u>\$ 8,551,368</u>	<u>\$ 9,056,279</u>	<u>\$ 10,290,606</u>
Staffing level	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide instructional materials as mandated by the State of Tennessee	To provide materials and resources to support classroom instruction	Textbooks are ordered based upon individual schools' assessed needs	100%	100%	100%

English as a Second Language (ESL) Program (Function 1918)

The ESL is a program that provides special English classes and services designed for English Language Learners (ELL) grades K-12. This budget provides: 1) student identification and State-mandated language assessments, 2) special English classes, 3) ESL/Bilingual mentoring and counseling, 4) bilingual staff for translating/interpreting school/home communications (written/oral) and tutoring, 5) ESL training for educators, 6) special instructional materials and supplies for students grades K-12, 7) limited local and out-of-town travel for training and 8) computer hardware and software for instructional use. There are approximately 6,787 ELL students in the District representing over 60 languages and dialects and 70 different countries. With the addition of Chimneyrock in the annexation area, this is an increase of approximately 700 ELL/transitional students from the previous year.

The District-wide ESL Program staffing ratio is based on an average of no more than 45 identified English Language Learners (ELL) per full-time ESL-endorsed teacher (Tennessee Board of Education Policy 3.207). The ESL Program will add eleven and a half new ESL teacher positions and two Bilingual Mentor positions in order to maintain the mandated staffing ratio (1:45) and to provide ESL support at one new school and one school in the Shelby County annexation area.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: This program is mandated by Title VI of the Civil Rights Act of 1964; MCS Board Policy 4.207; Tennessee State Board Of Education Policy 3.207; Rules, Regulations and Minimum Standards for the Governance of Tennessee Public Schools; and Title III of the No Child Left Behind Act of 2001.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 6,711,610	\$ 7,734,287	\$ 8,870,135	\$ 9,160,000
Employee benefits	1,630,259	1,895,601	2,308,534	2,551,091
Professional services	32,220	32,969	373,089	43,000
Property maintenance services	-	-	-	-
Contracted services	26,838	213,779	335,970	141,765
Supplies & materials	87,564	85,054	363,692	264,975
Travel	21,654	29,837	71,786	36,800
Furniture & equipment	159,846	145,160	196,550	177,600
Other objects	-	-	-	-
Total	\$ 8,669,991	\$ 10,136,687	\$ 12,519,756	\$ 12,375,231
Staffing level	236.00	165.50	186.00	183.00

**English as a Second Language (ESL) Program (Function 1918) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceeds Federal and State compliance requirements	To increase # of ELL students reaching high levels of English and academic proficiency. To provide effective professional development that integrates language acquisition and content-area subject matter	AMAO 1, 2 & 3	90%	100%	100%
Create a school community that is sensitive to and responsive to the needs of an increasingly diverse population	Provide effective professional development to ESL and content-area teachers	Participation in regional professional development sessions for differentiating instruction for ELL	10-15%	25%	40%

Curriculum Specialists (Function 1932)

The Curriculum Specialists strives for higher levels of achievement for all students by providing quality instructional support for practitioners. Curriculum specialists lead the educational efforts that support and improve learning for children. Major initiatives include, but are not limited to, the development and implementation of District curriculum in all core content areas, the development of materials that promote best classroom practice in and across all content areas and State training on the Tennessee Curriculum Standards and high school graduation requirements. All Curriculum and Instruction initiatives will support the Teacher Effectiveness Initiative. This budget covers the annual operational costs for the various offices for each of the curriculum specialists/instructional supervisors and their clerical staff as well as additional materials and resources that are used in working with the numerous programs in the schools.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,172,340	\$ 1,202,916	\$ 544,244	\$ 519,490
Employee benefits	278,999	291,656	135,459	130,037
Professional services	22,377	1,695	1,925	1,872
Property maintenance services	627	7,167	600	600
Contracted services	13,846	3,919	6,109	6,100
Supplies & materials	29,242	9,524	6,433	6,400
Travel	12,230	16,572	14,157	10,000
Furniture & equipment	8,816	323	-	-
Other objects	-	75	75	75
Total	\$ 1,538,477	\$ 1,533,847	\$ 709,002	\$ 674,574
Staffing level	20.00	20.00	10.00	9.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To coordinate instructional support and service programs which supplement and enhance students' regular academic learning	To provide materials and resources to support classroom instruction	Programs are fully staffed and instructional materials are available	100%	100%	100%
To create a diverse and stimulating learning environment	To provide appropriate professional development and resources to support ESL, Special Skills, Textbooks and Library/Media Services	Instructional materials/resources are available upon request	100%	100%	100%

Pre-K – 12 Literacy (Function 1933)

The Pre-K Literacy Division's primary objective is to provide leadership in the design, development and implementation of the Pre-K – 12 literacy curriculum, literacy programs, projects, grants and initiatives, which provide the foundation of literacy instruction for all students in the District.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 281,834	\$ 392,308	\$ 897,701	\$ 868,105
Employee benefits	65,374	86,713	101,443	165,438
Professional services	31,893	1,000,214	27,600	72,171
Property maintenance services	-	216	5,481	5,000
Contracted services	8,313	55,343	33,863	37,813
Supplies & materials	34,190	178,980	128,332	26,051
Travel	16,440	7,738	13,096	4,998
Furniture & equipment	5,170	3,044	12,867	3,927
Other objects	395	-	4,000	3,996
Total	\$ 443,609	\$ 1,724,556	\$ 1,224,383	\$ 1,187,499
Staffing level	3.00	4.00	4.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Academic Achievement	To provide leadership for full implementation of all aspects of literacy instruction for pre-K - 12 students and to ensure MCS students meet state benchmarks for reading and writing	TCAP literacy performance data	3rd Grade – 79.6; 4th Grade – 77.8; 5th Grade – 88.2; 6th Grade – 82.0; 7th Grade – 82.5; 8th Grade – 85.0	80.2; 78.2; 88.5; 82.2; 82.9; 85.4	80.6; 78.8; 89.0; 82.7; 83.3; 86.0
Diversity	To ensure that all literacy curriculum and instructional support reflects diverse needs of students	Textbooks and instructional strategies and programs support rigorous teaching, learning and multiple methods for student success	100%	100%	100%

Curriculum and Instruction (Function 2130)

The Department of Curriculum and Instruction strives for higher levels of achievement for all students by providing quality instructional support for practitioners. Curriculum specialists lead the educational efforts that support and improve learning for children. Major initiatives include, but are not limited to, the development and implementation of District curriculum in the all core content areas, the development of materials that promote best classroom practice in and across all content areas and State training on the Tennessee Curriculum Standards and high school graduation requirements. All Curriculum and Instruction initiatives will support Teacher Effectiveness Initiative.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,533,341	\$ 629,292	\$ 582,216	\$ 657,755
Employee benefits	811,558	158,433	134,514	166,668
Professional services	1,739,750	109,518	207,833	149,916
Property maintenance services	6,538	2,136	5,000	21,000
Contracted services	204,998	35,896	93,062	131,900
Supplies & materials	207,590	100,825	122,722	77,742
Travel	169,909	47,078	38,000	25,000
Furniture & equipment	158,655	6,547	27,000	8,100
Other objects	4,304	694	23,631	3,000
Total	\$ 6,836,643	\$ 1,090,419	\$ 1,233,978	\$ 1,241,081
Staffing level	75.00	77.00	7.30	8.33

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Academic Achievement	To provide leadership for full implementation of all MCS academic programs and initiatives, which will ensure that MCS students meet state benchmarks and are provided with appropriate instructional support.	TCAP Summative Initiative Performance Review Curriculum	TCAP All Grades %: Math: 84.6 Rdg/LA: 82.5 Science: 56.3 Social Studies: 58.7	Math: 84.8 Rdg/LA: 82.7 Science: 56.5 Social Studies: 58.9	Math: 85.0 Rdg/LA: 83.0 Science: 56.8 Social Studies: 60.2
Diversity	To ensure that all curriculum and instructional support reflects the diverse needs of students	Textbooks, Curriculum Documents and Instructional Materials which support rigorous teaching-learning and multiple methods for student success.	100%	100%	100%



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SCHOOL OPERATIONS

Dr. Roderick Richmond, Chief of School Operations

MISSION STATEMENT:

The purpose of School Operations is to provide support to all Memphis City Schools to ensure that academic achievement is a supreme priority for its students. This includes providing professional development opportunities to make decisions around the data, managing school personnel responsibilities for maximum benefit, responding to the needs of the stakeholders of the schools and reporting feedback from frequent walk-throughs. In addition to these responsibilities, this Department is also responsible for the nine Striving Schools and the coordination of the administrative functions (professional development, technology and travel) that relate to the fourteen High School Redesign Grants.

STRATEGIC GOALS:

The goals of School Operations parallel the District's Reform Agenda Strategic Goals 1 through 6. These goals focus the efforts of the Department by: Goal 1: Student Achievement; Goal 2: Accountability; Goal 3: Parent and Community Involvement; Goal 4: Healthy Youth Development; Goal 5: Safety & Discipline; and Goal 6: Diversity.

ISSUES & TRENDS:

Academic Achievement is the priority for School Operations/Striving Schools. Currently, the District has nine Striving Schools. A constant need exists to sustain the intensive effort of this Division through job-embedded professional development, walk-throughs, Compstat 20-day report-outs, monthly cluster meetings and frequent school support visits. This past school year this Department initiated a Robotics Program in the District, and we are exploring the possibilities of expanding the current teams over the next several years. Recently we were given the task of coordinating the administrative functions that relate to the fourteen High School Redesign Grants.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

During the 2008-09 school year there were a total of seventeen schools in Corrective Action or beyond. Sixteen were traditional schools, and one was an alternative school. Based on the fiscal year 2007-08 graduation data, a total of three high schools (Booker T. Washington, Wooddale and Northside) were ineligible to move off the list because they did not meet the required graduation rate. Results showed that nine schools moved off the list, into a new school status or into an improved status, thus, removing them from the Striving School status. A. Maceo Walker Middle, Carver High, Geeter Middle, Fairley High and Oakhaven High came off the list because they met the benchmarks for Adequate Yearly Progress. Oakhaven Middle and Treadwell Middle received a New School Status; therefore, they immediately moved into Good Standing. Kingsbury High moved to School Improvement Status. In summary, each year, 53 percent of the schools have been removed from the high priority list. Over the course of two years, 27 schools have fallen into the Corrective Action Status or beyond or are schools receiving additional support (Westwood High/Winchester Elementary).

Of these schools, 21, 78 percent (21 of 27) have been removed from the list or have shown improvement, with the only remaining schools of the original listing being: Frayser Elementary, Trezevant High and Hamilton Elementary. However, Frayser and Trezevant High Schools are currently in an improved status. Nineteen of the original 27 (70 percent) have completely come off the list. Booker T. Washington and Hamilton showed improvements as well as Northside, but they did not move into an improved status. Cherokee Elementary, Raleigh-Egypt Middle and Wooddale failed to improve significantly.

**SCHOOL OPERATIONS (concl'd)****FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS (concl'd)**

Sheffield High School joined the Striving Schools list for the 2009-10 school year. Based on the number that is recognized, Striving Schools were reduced by 52 percent. The total number of Striving Schools for the 2009-10 school year is nine.

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

This Division anticipates that staffing needs will remain stable. The fiscal year 2010-11 budget is contingent upon the previous fiscal year. Consideration to the Divisions' goals and mission has been made. The budget reflects the educational plan of the District for the coming year. School Operations will continue to focus on its primary goal to provide safe, challenging environments for District students to excel.

Grizzlies Academy (Function 1177)

Grizzlies Academy was a small high school developed under the entry in Tennessee Code Annotated that established Break the Mold schools. We had access to private money from the Grizzlies Charitable Foundation to cover many of the expenses of the School that were required because of our program and the socio-economic condition of the majority of our students. We used such monies to provide school uniforms, bus cards and field trip expenses to our students. In addition, we kept our students for dinner on Monday and Thursday nights. This expense was also covered using private monies. The bulk of the budget provided by the District was devoted to building rental and additional teachers and rentals, allowing us to have small classes. Class size is critical to our children's success. We have had three graduating classes in our six years of operation. More than half of our graduates are now in college or technical schools.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ 575,313	\$ -
Employee benefits	-	-	166,284	-
Professional services	-	-	-	-
Property maintenance services	-	-	142,093	-
Contracted services	-	-	53	-
Supplies & materials	-	-	3,470	-
Travel	-	-	1,268	-
Furniture & equipment	-	-	725	-
Other objects	-	-	-	-
Total	\$ -	\$ -	\$ 889,206	\$ -
Staffing level	-	-	11.50	-

Note: Prior to fiscal year 2009-10, this function was accounted for in functions 1141 and 1151.

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Reading	75% of students will reach reading readiness before year II		N/A	N/A	N/A
Writing	5% growth of students who score proficient or above on the writing rubric		N/A	N/A	N/A
Mathematics	5% growth of students who score proficient or above on the mathematics rubric		N/A	N/A	N/A
ACT/Plan	Students in each grade and disaggregated group will make the AYP in accordance with State expectations		N/A	N/A	N/A

**Grizzlies Academy (Function 1177) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Science	5% growth of students who score proficient or above on the science rubric		N/A	N/A	N/A
Independent Problem-Solving	Students will contribute at least three pieces and corresponding reflections to their independent project portfolio		N/A	N/A	N/A
Positive Attitude toward School	Positive Attitude toward school		N/A	N/A	N/A
Community Service	Community Service		N/A	N/A	N/A
Plan for future	Plan for future		N/A	N/A	N/A

River City High School of Leadership & Service (Function 1178)

River City High School of Leadership & Service was a unique high school that supported the design of schools that are equitable, intellectually vibrant and personalized. A small high school, started with a class of 9th graders (adding a new 9th grade each year until the school had grades 9-12), could act as a model of high school reform and provide students with a transformative education. The school community personalized instruction to address individual needs and interests, experienced their power, built positive relationships and did the extraordinary. It was uniquely positioned to offer the students an innovative, equitable and challenging small school. In this environment, teachers and students knew each other well and worked in an atmosphere of trust and high expectations.

River City High School of Leadership & Service was closed due to the District's restructuring of functions; several functions were combined.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 341,363	\$ 470,056	\$ 713,207	\$ -
Employee benefits	75,777	103,126	183,667	-
Professional services	1,934	5,756	5,100	-
Property maintenance services	-	-	150,051	-
Contracted services	4,076	3,855	3,483	-
Supplies & materials	7,459	4,605	5,952	-
Travel	2,515	-	2,499	-
Furniture & equipment	19,202	15,603	21,820	-
Other objects	699	-	518	-
Total	\$ 453,025	\$ 603,001	\$ 1,086,297	\$ -
Staffing level	9.00	10.50	15.00	-

Hollis F. Price Middle College (Function 1179)

Hollis F. Price Middle College, an Early College High School, is an innovative and academic collaboration between the District and LeMoyne-Owen College, with the support of the Middle College National Consortium (funded by the Bill & Melinda Gates Foundation). Its goal is to provide a seamless integration and transition between high school and college to ensure that students earn both a high school diploma and two years of college credit within a four-year period. The school provides a small learning environment of academic rigor and extensive support for those students who have great academic potential but may not fulfill that promise under the traditional high school setting. By placing a high school student in a college environment and providing personalized support for academic and career preparation, this school enables capable students to be engaged in the total college experience while completing their high school education and earning the equivalence of an associate's degree. Students graduate from high school with a positive self-concept, improved career options and realistic college opportunities as they meet the challenges of the 21st century.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 833,698	\$ 865,393	\$ 1,017,674	\$ 1,041,221
Employee benefits	182,025	187,089	239,047	276,935
Professional services	1,638	1,054	3,040	3,040
Property maintenance services	125,586	151,204	150,000	152,000
Contracted services	2,106	734	6,055	4,800
Supplies & materials	39,514	50,483	51,600	52,765
Travel	3,066	42,785	34,502	1,000
Furniture & equipment	6,102	2,494	12,000	11,000
Other objects	568	320	650	650
Total	\$ 1,194,303	\$ 1,301,556	\$ 1,514,568	\$ 1,543,411
Staffing level	17.00	17.50	19.50	19.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Maintain 100% pass rate for all End-of-Course Assessments		Results from Spring testing event	100%	100%	100%
Maintain a 95% or greater graduation rate		Data supplied from District personnel	100%	100%	100%
Increase the average ACT composite score		Results from ACT exams	18.30%	19%	19.70%
Increase the average number of college credits earned by students in fulfillment of their four-year plan		Students' four-year plan will be evaluated	30	45	60

Middle College High School (Function 1180)

The Middle College High School is an innovative, academic collaboration between the District and Christian Brothers University. Its goals are to ensure that students graduate from high school with a positive self-concept, improved career options and realistic college opportunities. By placing a high school in close proximity to a viable college environment and providing personalized support for academic and career preparation, Middle College High School enables capable students to complete their high school education and access college course work and credits before completing high school and meeting the challenges of the 21st century.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 851,670	\$ 948,953	\$ 1,117,390	\$ 1,138,713
Employee benefits	205,397	236,247	279,753	312,019
Professional services	12,303	820,474	10,540	10,540
Property maintenance services	125,347	126,114	5,500	5,500
Contracted services	40,743	43,021	130,825	130,825
Supplies & materials	38,494	39,751	42,108	42,108
Travel	26,554	28,005	25,986	5,210
Furniture & equipment	1,315	458,073	37,090	37,090
Other objects	786	2,385	3,850	3,850
Total	\$ 1,302,609	\$ 2,703,023	\$ 1,653,042	\$ 1,685,855
Staffing level	18.00	26.50	21.50	21.50

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Maintain a 95% or higher pass rate on English I, English II, US History and Biology End-of-Course Assessments		Achievement results from 2010 End-of-Course May test event	English I - 100%; English II - 93%; Biology - 100%; US History - 98%	English I - 90%; English II - 90%; Biology - 90%; US History - 90%	English I - 90%; English II - 90%; Biology - 90%; US History - 90%
Maintain a 90% or higher pass rate on Algebra I End-of-Course Assessment		Achievement results from 2010 End-of-Course May test event	92%	90%	90%
Maintain a 95% or greater graduation rate		Achievement results from 2010 End-of-Course May test event	96.90%	97%	97%
Improve the ACT average composite score by 0.6 percentage points		Achievement results submitted to the TN Dept of Ed based on 2010 graduating seniors' last test performance	17.3	17.9	18.5
Ensure that 100% of the 2010 graduating seniors all have post-secondary plans to include college, trade school, military or career.		Post secondary plans finalized by all graduating seniors by May 2010	N/A	100%	100%

Agriculture (Function 1311)

Agriculture consists of instruction in six different trade areas at five sites with six teachers. Courses following Agriculture areas fall under the Agriculture cluster and serve students in grades 10-12. Current courses are: Greenhouse Management, Landscaping and Tuff Management, Principles of Agricultural Sciences, Principles of Horticulture Sciences, Aquaculture/Hydroponics and Agri-science.

Agriculture instructors will provide leadership and training for the agriculture education program to help prepare students for an increasingly demanding high-skilled workplace, meet the needs of the technologically changing workplace and assure that the curriculum has been aligned with industry standards. Students develop manipulative skills, safety skills, technical knowledge and hands on instruction in industry-related projects preparing students for employment after high school, post-secondary education or apprentice training in their chosen fields. Students are exposed to job related experiences through shadowing, mentoring, part-time employment and field trips. Students participate in competitive events, which enhance their leadership abilities, develop team spirit and cooperation and demonstrate industry knowledge and skills. All instructors will provide leadership and training for the agricultural education program that is built on the three core areas of classroom/laboratory instruction, supervised experience programs and FFA student organization activities/opportunities. Instructors teaching the Agricultural Education courses follow the State-approved courses and programs of study, curriculum standards and competencies required by the State department. Safety is of the utmost importance in agricultural education for the students and teachers. Safety instruction is one of the required standards in each of the agricultural education courses.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 261,329	\$ 312,752	\$ 325,444	\$ 324,869
Employee benefits	72,541	91,018	94,201	107,369
Professional services	-	-	-	-
Property maintenance services	-	-	167	167
Contracted services	-	-	-	-
Supplies & materials	4,376	705	5,191	5,191
Travel	-	-	267	-
Furniture & equipment	-	-	459	459
Other objects	-	-	-	-
Total	\$ 338,246	\$ 404,475	\$ 425,729	\$ 438,055
Staffing level	5.00	6.00	6.00	6.00

Agriculture (Function 1311) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1 - Student Achievement					
Increase the Academic Achievement of CTE Students in Reading/Language Arts	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE Report Card – Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
Increase the Academic Achievement of CTE Students in Mathematics	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card – Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
Increase technical skills attainment of all CTE students	Increase the number of CTE students achieving technical skills attainment	TDOE Report Card – Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%
Increase secondary school completion of CTE students	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card – Perkins IV Core Indicator 3S1 – Secondary School Completion	78.99%	79.49%	79.99%

Business and Office Technology (Function 1313)

The mission of the Business and Office Technology program is to provide instruction for and about business. The Business and Office Technology program is a series of courses available to students in grades 7 through 12 in all 35 secondary schools, selected middle schools, six career and technology centers and four prep academies. National Industry Certifications currently held by MCS business technology teachers include: Microsoft Office Specialist (MOS), Microsoft Certified Application Specialist (MCAS), Internet and Computing Core Certification (IC3), Adobe Certified Associate (ACA), Certified Internet Web Professional (CIW), A+ Certification and Cisco Certified Network Associate (CCNA). These certifications validate skills, highlight unique talents and demonstrate qualifications in emerging fields both Nationally and internationally. Business students may test for MOS/MCAS and/or IC3 at East, Kansas, Kingsbury Elementary or Trezevant Career and Technology Centers.

The Business and Office Technology program offers over 30 courses which include: eBusiness Communication, Business Management, Keyboarding/Document Layout and Design, Spreadsheet Applications, Integrated Input Technologies, Database Design/Management, Administrative Management, Desktop Publishing, Interactive Multimedia Presentation, International Business/Marketing, Keyboarding/Document Formatting, Networking Essentials, Computer Operating Systems and Hardware, Information Technology Foundations, Accounting I and II, Career Connections, Financial Planning, Computer Applications, American Business/Legal Systems, Business Economics, Banking and Finance, Virtual Enterprise International, Web Design Essentials, Web Design Applications, Website-Foundations, Webpage Design-Site Designer, Webpage Design-eCommerce, JAVA, Work-Based Learning/Supervision Period and Personal Finance.

The career and technology youth organization, Future Business Leaders of America (FBLA) links students to effective leadership and teamwork opportunities and is an integral part of each curriculum. FBLA members have the opportunity to demonstrate their occupation and leadership skills through performance-based and written tests in regional, State and National competitive events that transition the students into life's work. In addition to hands-on experiences, students are provided real-life experiences through community service projects, as a result of training in decision-making, teamwork, leadership, oral and verbal communication and the mastery of related course content.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Statute Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Business and Office Technology (Function 1313) (concl'd)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 4,574,448	\$ 5,304,416	\$ 5,317,436	\$ 5,412,472
Employee benefits	1,086,752	1,291,184	1,272,220	1,471,359
Professional services	9,244	16,992	6,174	6,174
Property maintenance services	4,937	3,761	21,769	21,769
Contracted services	446	690	3,640	3,640
Supplies & materials	88,083	104,675	92,820	92,820
Travel	4,332	2,872	5,994	1,532
Furniture & equipment	19,832	106,162	51,934	36,955
Other objects	-	-	-	-
Total	\$ 5,788,074	\$ 6,830,752	\$ 6,771,987	\$ 7,046,721
Staffing level	87.00	104.00	104.00	103.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1 - Student Achievement: Increase the Academic Achievement of CTE Students in Reading/Language Arts	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
Increase the Academic Achievement of CTE Students in Mathematics	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
Increase technical skills attainment of all CTE students	Increase the number of CTE students achieving technical skills attainment	TDOE Report Card - Perkins IV Core Indicator 2S1 - Technical Skill Attainment	96.20%	96.70%	97.20%
Increase secondary school completion of CTE students	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card - Perkins IV Core Indicator 3S1 - Secondary School Completion	78.99%	79.49%	79.99%

Health Science Technology (Function 1314)

Health Science Technology is an educational program designed to prepare students in grades 9 through 12 for careers in health care. Health Science Technology courses are designed to meet the needs of all students, including offering honors credit. According to the United States Department of Labor, Bureau of Labor Statistics, employment in the health care industry will increase by 4.2 million and account for seventeen percent of total growth in the next ten years. Demand for health services will be stimulated as new technologies permit intervention for conditions previously undiagnosable or regarded as untreatable.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 681,698	\$ 649,818	\$ 667,841	\$ 682,996
Employee benefits	172,269	152,691	163,614	175,808
Professional services	-	360	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	6,697	6,412	5,214	5,014
Travel	-	-	1,380	-
Furniture & equipment	3,428	120	1,272	1,852
Other objects	-	-	-	-
Total	\$ 864,092	\$ 809,401	\$ 839,321	\$ 865,670
Staffing level	14.00	13.00	13.00	13.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To increase technical skills attainment (2SI) of all CTE students	Increase the number of CTE students achieving technical skill attainment	TDOE Report Card. Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%

Trade and Industrial Education (Function 1315)

Trade and Industrial Education (T&I) consists of instruction in 26 different trade areas at 38 sites with 93 teachers. Courses following T&I areas fall under eight clusters and serve students in grades 10-12. Clusters include: Construction, Visual Communications and Digital Arts, Human Services, Manufacturing, Transportation, Legal & Protective Services, Information Technology and Arts Communications and Media Concepts and Arts Communications. Current courses are: Heat, Ventilation and Air Conditioning (HVAC); Aviation; Auto Collision and Repair I & II; Auto Mechanics I & II; Barbering I & II; Computer-Aided Design (CAD) I & II; Carpentry I & II; Cosmetology I, II & III; Computer Repair I & II (Infrastructure); Diesel Mechanics I & II; Electricity I & II; Electronic Audio Recording I & II; Graphic Communications (Printing I & II); Legal and Protective Services I & II; Masonry I & II; Metal Technology I & II (Welding); Plumbing I & II; Shoe Repair I & II (Orthopedics Technology); Upholstery I & II; Visual Art & Design; and Digital Imaging & Design.

T&I instructors will provide leadership and training in the trade and industry education programs to help prepare students for an increasingly demanding high-skilled workplace, to help meet the needs of the technologically changing workplace and to assure that the curriculum has been aligned with industry standards. Students develop manipulative skills, safety skills, technical knowledge and hands on instruction in industry-related projects preparing students for employment after high school, post-secondary education or apprentice training in their chosen fields. Students are exposed to job-related experiences through shadowing, mentoring, part-time employment and field trips. Students participate in competitive events, which enhance their leadership abilities, develop team spirit and cooperation and demonstrate industry knowledge and skills. Skills USA complements the educational program, providing students with increased opportunities to develop these skills. Students compete at the local/regional, State and National levels. Instructors teaching the trade and industry education courses follow the State-approved courses and programs of study, curriculum standards and competencies required by the State department. Annual training and professional development opportunities to upgrade teacher's skills to the levels required for instruction according to industry standards are mandatory. Safety is of the utmost importance in trade and industry education for the students and teachers. Safety instruction is one of the required standards in each of the trade and industry education courses.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 4,463,406	\$ 4,480,484	\$ 4,609,429	\$ 4,572,297
Employee benefits	1,174,777	1,145,396	1,167,470	1,287,308
Professional services	166	-	166	166
Property maintenance services	63,920	21,046	54,168	54,168
Contracted services	-	6,362	471	471
Supplies & materials	149,648	159,763	121,136	121,136
Travel	-	-	1,930	-
Furniture & equipment	11,127	9,175	3,265	3,265
Other objects	-	-	-	-
Total	<u>\$ 5,863,044</u>	<u>\$ 5,822,226</u>	<u>\$ 5,958,035</u>	<u>\$ 6,038,811</u>
Staffing level	93.00	93.00	93.00	91.00

Trade and Industrial Education (Function 1315) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1 - Student Achievement: Increase the Academic Achievement of CTE Students in Reading/Language Arts	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
Increase the Academic Achievement of CTE Students in Mathematics	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
Increase technical skills attainment of all CTE students	Increase the number of CTE students achieving technical skills attainment	TDOE Report Card - Perkins IV Core Indicator 2S1 - Technical Skill Attainment	96.20%	96.70%	97.20%
Increase secondary school completion of CTE students	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card - Perkins IV Core Indicator 3S1 - Secondary School Completion	78.99%	79.49%	79.99%

Family and Consumer Sciences Education (Function 1316)

Family and Consumer Sciences (FACS) Education programs empower students to manage the challenges of living and working in a diverse, global and ever-changing society. Students develop skills in decision-making, problem-solving, managing work and family, communication, technology, leadership, citizenship and workplace readiness.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 4,131,959	\$ 4,106,963	\$ 4,150,601	\$ 4,178,293
Employee benefits	1,000,662	978,423	971,129	1,108,456
Professional services	-	56	-	3,000
Property maintenance services	17,860	9,147	16,258	15,000
Contracted services	-	-	-	-
Supplies & materials	62,773	74,442	52,943	55,000
Travel	4,582	746	5,729	-
Furniture & equipment	26,065	20,382	18,497	18,716
Other objects	960	880	1,289	1,000
Total	\$ 5,244,861	\$ 5,191,039	\$ 5,216,446	\$ 5,379,465

Staffing level	76.00	76.00	76.00	76.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Goal 1 - Student Achievement: To increase technical skills attainment (2SI) of all CTE students	Increase the number of CTE students achieving technical skill attainment	TDOE Report Card. Perkins IV Core Indicator 2S1 - Technical Skill Attainment	96.20%	96.70%	97.20%

Marketing Education (Function 1317)

Marketing Education is a program of study designed to prepare individuals for initial and continuing employment and education in marketing, management and entrepreneurship. This program is designed to build an understanding of the wide range of social and economic responsibilities that accompany the right to engage in marketing in a free enterprise system.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,507,519	\$ 1,436,743	\$ 1,460,530	\$ 1,465,735
Employee benefits	366,855	355,222	363,460	400,119
Professional services	-	-	-	-
Property maintenance services	42	-	483	483
Contracted services	20	-	488	488
Supplies & materials	10,921	16,272	6,015	7,678
Travel	1,591	8,051	2,163	-
Furniture & equipment	300	537	275	275
Other objects	-	-	-	-
Total	\$ 1,887,248	\$ 1,816,825	\$ 1,833,414	\$ 1,874,778
Staffing level	27.00	26.00	26.00	26.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To increase technical skills attainment (2SI) of all CTE students	Increase the number of CTE students achieving technical skill attainment	TDOE Report Card. Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%

Radio & Television Broadcasting (Function 1318)

The Radio & Television Broadcasting program is a series of courses available to students in grades 9 through 12 in fourteen high schools and at the Memphis City Schools Telecommunications Center. These courses include Career Management Success, Media Concepts, Electronic Media Production and Electronic Media Management and Operations. The Broadcast orientation curriculum includes oral presentations for speech improvement, research and writing of stories for media presentations, basic practices for journalism, ethics in media, legal issues in media, basic equipment operation, FCC Rules and Regulations and broadcast facility organization.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Statute Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 841,323	\$ 1,005,762	\$ 939,257	\$ 899,376
Employee benefits	186,511	227,828	195,559	224,096
Professional services	12,296	25,677	11,925	11,925
Property maintenance services	7,259	8,662	5,315	5,315
Contracted services	10,905	14,091	4,886	4,886
Supplies & materials	30,401	15,653	8,172	8,172
Travel	7,063	2,128	4,599	2,530
Furniture & equipment	22,488	23,285	7,466	7,466
Other objects	2,501	3,592	2,650	2,650
Total	\$ 1,120,747	\$ 1,326,678	\$ 1,179,829	\$ 1,166,416
Staffing level	16.00	19.00	17.00	17.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To increase technical skills attainment (2SI) of all CTE students	Increase the number of CTE students achieving technical skill attainment	TDOE Report Card. Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%

Technology Engineering Education (Function 1332)

The Technology Engineering Education program is a series of courses designed to provide students the opportunity to learn how to appropriately use, manage, apply and assess technology to effectively make decisions and contributions to a rapidly changing technological society. Technology Engineering Education is offered at 31 sites, both middle and high schools. The following courses are offered: Exploring Technology (grade 6), Inventions and Innovations (grade 7), Technological Systems (grade 8), Foundations of Technology (grades 9 through 12), Technological Issues (grades 10 through 12), Advanced Technological Applications (grades 11 and 12), Advanced Design Applications (grades 11 and 12), Problems and Solutions in Technology (grade 12) (Senior Research Project Course) and Engineering Design AP, which may be substituted for Physics credit if taught by a Highly Qualified teacher. Technology Engineering Education provides the opportunity for students to develop higher thinking skills, learn about new and emerging technology, apply technology to practical problems, help career choice and planning, build work and safety attitudes, enhance leadership ability, reinforce other subjects, engage in problem-solving and prepare for advanced education and training. The development of leadership, social, civic and occupational skills are provided through the Technology Student Association (TSA), an integrated part of the instructional program; TSA has local/regional, State and National competitions.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Education Act of 2006 (Pub. L. 109-270)

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 1,417,885	\$ 1,629,620	\$ 1,675,930	\$ 1,584,918
Employee benefits	391,800	393,855	402,540	442,961
Professional services	2,737	167	1,213	1,213
Property maintenance services	2,774	-	4,383	2,192
Contracted services	-	-	5,000	2,500
Supplies & materials	50,177	48,287	29,557	15,189
Travel	90	-	710	-
Furniture & equipment	115,545	176,811	100,184	30,184
Other objects	-	-	-	-
Total	<u>\$ 1,981,008</u>	<u>\$ 2,248,740</u>	<u>\$ 2,219,517</u>	<u>\$ 2,079,157</u>
Staffing level	34.00	33.00	33.00	30.00

Technology Engineering Education (Function 1332) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1 - Student Achievement: Increase the Academic Achievement of CTE Students in Reading/Language Arts	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
Increase the Academic Achievement of CTE Students in Mathematics	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%
Increase technical skills attainment of all CTE students	Increase the number of CTE students achieving technical skills attainment	TDOE Report Card - Perkins IV Core Indicator 2S1 - Technical Skill Attainment	96.20%	96.70%	97.20%
Increase secondary school completion of CTE students	Increase the number of CTE students who complete a CTE program of study	Increase the number of CTE students who complete a CTE program of study	78.99%	78.99%	79.99%

Career Enhancement Program (Function 1335)

The Career Enhancement Program (CEP) is designed to provide academic support services to careers and technology students. The program targets 11th and 12th grade academically disadvantaged students who have barriers to achieving success in their selected careers and technology majors. The Division of Careers, Technology and Adult Education is required to increase performance levels to maintain Carl Perkins Vocational Funding. CEP addresses Core Indicators 1S1 - Academic Attainment, 1S2 - Skill Proficiencies and 2D1 - Completion. Students who have an Individualized Educational Plan mandating they pass the Gateway Tests are included, along with students preparing to take college entrance tests such as the ACT. At some Career and Technical Centers, all Career and Technical Education (CTE) students are enrolled in CEP; however, at others selected students are enrolled based upon their individual needs.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Perkins IV, Sec. 122 (C)(7)(A)-(C)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 611,702	\$ 603,446	\$ 705,817	\$ 502,537
Employee benefits	100,604	137,112	172,412	132,879
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	1,184	3,863	3,708	3,708
Travel	-	-	3,322	2,056
Furniture & equipment	180	-	-	-
Other objects	-	-	-	-
Total	\$ 713,670	\$ 744,421	\$ 885,259	\$ 641,180
Staffing level	13.00	12.00	12.00	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Increase the Academic Achievement of CTE Students	Increase the number of CTE students meeting graduation requirements by successfully passing the English gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S1	87.72%	88.22%	88.72%
Increase the Academic Achievement of CTE Students	Increase the number of CTE students meeting graduation requirements by successfully passing the algebra gateway exam	TDOE Report Card - Perkins IV Core Indicator 1S2	86.59%	87.09%	87.59%

**Career Enhancement Program (Function 1335) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Increase technical skills attainment of all CTE students	Increase the number of CTE students achieving technical skill attainment	TDOE Report Card - Perkins IV Core Indicator 2S1 – Technical Skill Attainment	96.20%	96.70%	97.20%
Increase secondary school completion of CTE students	Increase the number of CTE students who complete a CTE program of study	TDOE Report Card - Perkins IV Core Indicator 3S1 – Secondary School Completion	78.99%	79.49%	79.99%

Adult Basic Education (Function 1410)

The Adult Basic Education program, by and between the Tennessee Department of Labor and Workforce Development – Division of Adult Education and Memphis City Schools, is designed for the provision of an Adult Basic Education (ABE) Program and other related services according to the provisions of the Workforce Investment Act of 1998 (Title II Adult Education and Family Literacy Act), to include basic skills instruction in reading, writing and math, General Educational Development (GED) exam preparation, English for Speakers of Other Languages (ESOL), Family Literacy, Workplace Education including problem-solving, teamwork and critical thinking skills needed for the workplace, basic computer instruction, employability skills integrated in classes at the request of a specific employer, administration of the Official Practice Test (OPT) and preparation for entry into Post-Secondary Education or Training. Tennessee Adult Basic Education programs provide adults with the opportunity to acquire and improve functional skills necessary to enhance the quality of their lives as workers, family members, parents and citizens. These programs play an important role in fostering productive employment, effective citizenship, personal and family growth, self-esteem and dignity for adult learners.

The Division of Adult Basic Education has targeted for services the least educated and most in need. Within this group are several target populations:

1. those lacking a high school diploma;
2. disadvantaged students, including individuals with multiple barriers to educational enhancement, employment and self-sufficiency; such as those who are or have been low income, incarcerated, single parents and displaced homemakers;
3. individuals with limited English language proficiency; and
4. individuals with disabilities.

The program mission is to provide adult education and literacy services in order to:

1. assist adults in becoming literate and obtaining the knowledge and skills necessary for employment and self-sufficiency;
2. assist adults who are parents to obtain the educational skills necessary to become full partners in the educational development of their children; and
3. assist adults in the completion of a secondary school education

The number and kind of classes offered is determined by the needs of the service area. Classes are scheduled and designed based on the needs of the community. Services are offered through the Messick Adult Education Center and satellite sites throughout Memphis and Shelby County (currently providing 60 GED classes at 13 locations and 33 ESOL classes at 10 locations). The program serves more than 6,000+ participants (from over 70+ zip code areas) and administers more than 25,000 assessment tests annually. Services are also available to employers and community agencies on-site at their request (currently serving Riviana Foods, Memphis Area Career Center, CAAPS, Impact Ministries, Catholic Charities and the Federal Correctional Institution of Memphis). Classes and services are open to individuals who are seventeen years of age or older and no longer enrolled in a regular day school program.

GED Diplomas 2006-09	2,953	
Number served 2008-09	6,773	Number of GED Diplomas: 986
Proposed number to be served 2009-10	7,012	
Number served 2009-10	4,236+	Number of GED Diplomas to date: 348
Proposed number to be served 2010-11	7,363	

**Adult Basic Education (Function 1410) (concl'd)****Legally Mandated/Required Curriculum:** Yes**Legal Reference or Statute:** TCA §49-6-409, TCA §49-6-501, TCA §49-50-201, Workforce Investment Act – Title II, Pub.L. 105-220**Operating Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 762,315	\$ 799,199	\$ 832,667	\$ 936,912
Employee benefits	74,507	144,256	76,060	220,330
Professional services	9,684	19,987	20,000	20,000
Property maintenance services	5,806	1,457	3,000	3,000
Contracted services	3,331	2,951	3,553	3,553
Supplies & materials	31,704	33,044	47,430	47,430
Travel	4,064	18,526	23,775	1,500
Furniture & equipment	14,335	8,724	8,774	9,174
Other objects	-	-	808	408
Total	\$ 905,746	\$ 1,028,144	\$ 1,016,067	\$ 1,242,307

Staffing level	1.00	1.00	1.00	1.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Improve State-mandated performance measures as needed for GED instructional levels	Increase performance by 1% or more at each level	Adult Education and GED Performance Measures			
		Level I - 1.0-1.9: 77%	71.79%	74%	77%
		Level II - 2.0-3.9: 46%	49.81%	50%	52%
		Level III - 4.0-5.9: 41%	40.77%	41%	53%
		Level IV - 6.0-8.9: 48%	36.77%	40%	42%
		Level V - 9.0-10.9: 65%	60.25%	62%	64%
		Level VI - 11.0-12.9: 65%	72.27%	73%	74%
Improve State-mandated performance measures as needed for ESOL instructional levels	Increase performance by 1% or more at each level	ESOL Performance Measures			
		Level I - 1.0-1.9	53.62%	56%	56%
		Level II - 2.0-3.9	56.76%	58%	59%
		Level III - 4.0- 5.9	54.93%	56%	57%
		Level IV - 6.0-8.9	76.00%	78%	77%
		Level V - 9.0-10.9	45.83%	46%	47%
		Level VI - 11.0-12.9	33.33%	34%	35%
State Performance Requirement	Increase number served by 5%	Potential to serve: 6,556	6,773	7,012/4,236*	7,363
	Increase GED and ESOL enrollment by 3%	Enrolled (>12 hours of attendance) in CMATS	4,992	5,100/1,889*	5,250
	Increase GED completions by 1%	GED completions July 1, 2008 - June 30, 2009	986	996/348*	1,006
	Improve overall retention rate by 5%		46.53%	49%	51%

* Indicates performance to date.

Adult Academic Program (Function 1420)

The Adult Academic Program offers free classes to individuals who, for a variety of reasons, failed to complete graduation requirements in a regular day school program. This program is open to anyone 18 years of age or older, including veterans, who wish to return to school and are no longer enrolled in a regular day high school program. Participants are required to satisfy all requirements set forth by the District and the State of Tennessee. Comprehensive guidance services are provided for individuals attending Memphis Adult High School.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 413,889	\$ 447,623	\$ 428,332	\$ 437,349
Employee benefits	42,658	44,945	43,658	56,513
Professional services	17,091	15,875	19,029	20,000
Property maintenance services	2,796	570	3,000	2,611
Contracted services	348	159	-	-
Supplies & materials	6,658	3,430	3,582	3,000
Travel	649	-	-	-
Furniture & equipment	1,874	-	-	-
Other objects	-	-	-	-
Total	\$ 485,963	\$ 512,602	\$ 497,601	\$ 519,473

Staffing level	-	-	-	-
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	MAHS - Improve potential graduate/certificate completion rate by 5% (performance percentage to be based on participants identified)	396 Enrolled first semester 98 Potential Graduates 29 Potential Certificates of Attendance 88 Diplomas Issued 5 Certificates of Attendance 5 GED Transfers (2 GED Diplomas) 75% of 127 students identified potential completers earned a diploma or certificate	N/A Implemented data collection processes to establish baseline 2009-10	N/A	N/A
Student Achievement	Increase the number of Gateway Prep students scoring proficient or advanced from 90% to 93%	30 total students currently enrolled in Algebra Gateway Prep 11 students assigned to Gateway based on transcript analysis 19 enrolled in prep class but NOT enrolled at MAHS	N/A Implemented data collection processes to establish baseline 2009-10	N/A	N/A
Student Achievement	Increase current rate of proficiency for English Gateway Prep students by 3% Increase enrollment in prep courses for all English Gateway testers by 5%	13 Students enrolled in Gateway prep 4 enrolled MAHS classes 11 walk-in or former students	N/A Implemented data collection processes to establish baseline 2009-10	N/A	N/A

Adult Vocational Education (Function 1430)

Adult Vocational Education programs are designed to provide adult populations with job skills training and retraining opportunities, and occupational services for entry and reentry into the labor market. Skills training programs and services for adults are offered both day and evening, at Messick Adult Center, Trezevant Career and Technology Center, and Southwest Career and Technology Center. This is a fee-based program. Fees collected are used to maintain equipment and supply needs for programs offered.

- Assist adults in becoming literate and obtaining the knowledge and skills necessary for employment and self-sufficiency
- Assist adults who are parents to obtain the educational skills necessary to become full partners in the educational development of their children
- Assist adults in the completion of a secondary school education

The program serves more than 2,000+ participants annually (from over 30+ zip code areas). Services are available to adults needing additional classes to qualify for college enrollment or employment and training opportunities. Training services are also provided to Workforce Investment Network and Vocational Rehabilitation clients referred through Individual Training Accounts to eligible adults and dislocated workers.

Performance Data (Individual Course Enrollments)

Enrolled 2009: 869	Completers: 334	Certificates Issued: 334
CRC Certificates Issued:	Gold: 3 Silver: 44	Bronze: 81
Enrolled 2010: 549	Completers: 450	Certificates Issued: 450
CRC Certificates Issued:	N/A	

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-6-409, TCA §49-50-201, TCA §49-6-501, Workforce Investment Act – Title II, Pub. L. 105-220

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 268,174	\$ 331,981	\$ 431,812	\$ 448,654
Employee benefits	32,350	69,271	33,034	107,084
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	2,066	2,892	3,967	1,984
Travel	-	224	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	<u>\$ 302,590</u>	<u>\$ 404,368</u>	<u>\$ 468,813</u>	<u>\$ 557,722</u>
Staffing level	-	-	-	-

**Adult Vocational Education (Function 1430) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	Improve enrollment by 5% over previous year	Number of participants enrolled	869	549*	N/A
	Improve completion rate by 5% over previous year	Number of participants completing course		450*	N/A
Student Achievement	Increase the number of participants earning Career Readiness Certificate (CRC) Gold and Silver Certificates by 5%	Number of participants earning CRC Certificates: Gold Silver Bronze	3 44 81	N/A Based on enrollment	N/A Based on enrollment

* Indicates performance to date.

Careers, Technology and Adult Education (Function 2270)

The Division of Careers, Technology and Adult Education provides system-wide leadership and instructional support to middle schools, high schools, career technical centers and adult education sites. Over 29,000 students, grades 6 through 12, are served in the following program areas: Agriculture, Business and Office Technology, Family and Consumer Sciences Education, Marketing Education, Radio & Television Broadcasting, Health Science Technology, Technology Engineering Education and Trade and Industrial Education. Of the 29,000 students served, 13,455 are economically disadvantaged, 1,500 are special needs, and over 400 are English language learners. The Division serves 80 schools and educational facilities and 521 adult and secondary teachers; provides educational supportive services to ensure compliance in accordance with laws and regulations governing the operation of programs funded under Carl D. Perkins IV, structured programmatic professional development for teachers and increased support for career technical programs that strengthen the academic and technical skills of students through the integration of coherent and rigorous content aligned with challenging academic standards and relevant career and technical coursework; supports Citywide in-service and craft and advisory council meetings and training sessions, career and technical student organizations (CTSOs) and competitive events at the local, State and National levels. On an average, over 6,000 adult education students are served through various educational and supportive programs. These include, but are not limited to, adult high school, ABE, GED, ESOL, adult vocational education P.M. Schools and grant-funded programs through the State of Tennessee and agency partners.

Division personnel interface with various agencies and civic groups, trade organizations, governmental entities and post-secondary institutions providing opportunities for education sites to develop business partnerships for mentoring, job shadowing, apprenticeships, work-based learning and on-the-job training for students. Students are enrolled in programs of study (POS), based on interest and aptitude, within one or more of the State's sixteen career clusters. Per their program(s) of study, students have access to articulated courses, co-enrollment and dual enrollment credits, industry certifications and/or licensure attainment.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Carl D. Perkins Career and Technical Improvement Act of 2006 (Pub. L. 109-270)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 620,707	\$ 639,920	\$ 830,249	\$ 713,403
Employee benefits	159,989	151,691	210,067	178,097
Professional services	168	123,721	400	100,400
Property maintenance services	1,100	1,946	2,886	2,886
Contracted services	943	50	923	923
Supplies & materials	2,122	44,071	202,202	102,202
Travel	4,484	4,879	4,627	-
Furniture & equipment	241,809	-	1,470	1,470
Other objects	-	-	-	-
Total	\$ 1,031,322	\$ 966,278	\$ 1,252,824	\$ 1,099,381
Staffing level	14.00	12.00	12.00	9.00

Careers, Technology and Adult Education (Functions 2270) (cont'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
(1) 1S1 & 1S2 Academic Attainment (Reading, Language Arts/Mathematics)	Student attainment of challenging academic content standards and student academic achievement standards, as adopted by the State in accordance with section 1111(b)(1) of the Elementary and Secondary Education Act of 1965 and measured by the State-determined proficient levels on the academic assessments described in section 1111(b)(3) of this Act	<ul style="list-style-type: none"> Standardized assessments TDOE Report Card Increase in number of CTE students successfully passing the English and algebra gateway exams 	87.72%	88.22%	88.72%
(2) 2S1 Technical Skills Attainment	Student attainment of career and technical skill proficiencies, including student achievement on technical assessments, that are aligned with industry-recognized standards, if available and appropriate	Percentage of CTE students meeting mastery in program area competencies at 70% and above	96.20%	96.70%	97.20%
(3) 3S1 Secondary School Completion	Student rates of attainment of each of the following: (I) A secondary school diploma; (II) A General Education Development (GED) credential, or other State-recognized equivalent (including recognized alternative standards for individuals with disabilities); (III) A proficiency credential, certificate or degree, in conjunction with a secondary school diploma (if such credential, certificate or degree is offered by the State in conjunction with a secondary school diploma).	<ul style="list-style-type: none"> Increase in the number of CTE students who complete a program of study Percentage of students dual and/or co-enrolled, articulated and/or complete adult high school or earn a GED equivalent 	78.99%	79.49%	79.99%
(4) 4S1 Student Graduation Rates	Increased student graduation rates (as described in section 1111(b)(2)(C)(vi) of the Elementary and Secondary Education Act of 1965)	Percentage of CTE students completing high school and number of concentrators	78.68%	79.18%	79.68%

**Careers, Technology and Adult Education (Functions 2270) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
(5) 5.5S1 Secondary Placement	Student placement in post-secondary education, advanced training in military service or in employment	Percentage of students entering post secondary education, advanced training, entering military service or entry level employment	93.79%	94.29%	94.79%
(6) 6S1 & 6S2 Nontraditional Participation and Completion	Student participation in and completion of career and technical education programs that lead to non-traditional fields, certifications and licensure	Increase in the percentage of students completing non-traditional programs of study	24.64%	25.14%	25.74%

Adult Education Support (Function 2275)

This budget represents costs related to the operation and supervision of adult and secondary academic education programs, survival/employment skills and development and community education programs.

The programs/projects represented by this budget are:

- Adult Education and Training – ABE, GED, ESOL, 353: Staff Development.
- Adult Academic High School (Credit Program).
- Adult Vocational Education/VESL, GED+2 Options, P.M. Schools and Electrical and Sheet Metal Apprenticeship Programs.
- Adult Volunteer Literacy Program – Families First (State and WIN); WIN (Title II A @ 77 percent – Title II C @ 82 percent); One-Room-Drop-In-School (O.R.D.I.S.); Comprehensive Out-of-School Youth Program (COSYP); and In-School Youth Program.
- Adult Centers – Messick Adult Education Center, various churches, educational facilities and public/private institutions.
- Service Learning, Mentoring, In-School and Out-of-School Workforce Investment Network (WIN) Programs, Employment Security Food Stamp Recipient Employment Training Program and Youthbuild.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Provided in General Assurances of each agreed-upon and legally authorized contract

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 460,051	\$ 317,500	\$ 398,758	\$ 295,144
Employee benefits	128,115	87,769	95,700	74,343
Professional services	11,775	6,189	10,189	13,403
Property maintenance services	1,946	11,844	9,844	9,844
Contracted services	3,990	12,264	12,532	12,532
Supplies & materials	17,630	15,357	18,197	14,983
Travel	9,835	6,446	11,510	5,778
Furniture & equipment	16,545	13,051	13,051	13,051
Other objects	-	112	596	596
Total	<u>\$ 649,887</u>	<u>\$ 470,532</u>	<u>\$ 570,377</u>	<u>\$ 439,674</u>
Staffing level	10.00	7.00	7.30	5.33

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Refer to functions 1410, 1420 and 1430					

Regional Superintendent – Northeast (Region 3) (Function 2411)

The primary objective of the Northeast Region is to provide academic support to principals, teachers, parents and students in 22 elementary schools, six middle schools, two K-8 schools, seven high schools, two innovative schools, four charter schools and one school designed to address the academic needs of students with disabilities. The work also includes providing leadership to school administrators; presenting academic and operational feedback through team walk-throughs; ensuring continued academic and social support to students that help to improve their overall success; deploying regional content specialists to schools based on needs; advising, mentoring and coaching principals with decision-making; addressing community, parent and student needs; and supporting/monitoring District initiatives to ensure full implementation.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-301(b)(1)(G)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 300,376	\$ 365,629	\$ 427,968	\$ 435,560
Employee benefits	75,407	90,597	109,994	120,205
Professional services	18,233	6,940	18,750	11,880
Property maintenance services	-	6,531	4,000	4,219
Contracted services	904	6,400	5,000	5,000
Supplies & materials	23,377	27,842	15,000	21,778
Travel	3,725	4,668	13,500	5,610
Furniture & equipment	7,422	97,079	6,000	6,000
Other objects	-	716	2,000	1,483
Total	\$ 429,444	\$ 606,402	\$ 602,212	\$ 611,735
Staffing level	4.00	6.00	6.00	6.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement: To provide timely and appropriate academic support and leadership to principals and schools to accelerate student achievement	To maintain and increase the efficiency and accountability/ compliance of principals and schools in the development and implementation of systemic processes that promote sustainable academic growth and positive organizational structures	Percentage of data/ Compstat meetings/ conferences held with principals and school walk-throughs conducted in assigned regional schools	100%	100%	100%
Student Achievement	To increase the principals' leadership capacity and professional knowledge through regional professional development based on identified needs	Percentage of meetings/ sessions/regional professional development held in assigned regional schools	100%	100%	100%

**Regional Superintendent – Northeast (Region 3) (Function 2411) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To increase teachers' knowledge and instructional pedagogy through deployment of regional content specialists in schools based on needs	Percentage of weekly school visits conducted in assigned regional schools	100%	100%	100%
Accountability	To ensure regional accounting practices and reporting done in accordance with established Internal Audit guidelines	Percentage of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
Accountability	To ensure implementation of District initiatives and goals	Percentage of schools rated with documented evidence of program implementation	100%	100%	100%
Parent and Community Involvement	To establish ongoing communication and collaboration with parents and community stakeholders to strengthen School-Parent/Community-Student support	Number of meetings and communications with community via Demand Parent and Town Hall Meetings	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted
Healthy Youth Development	Healthy Youth Development	Number of Student Advisory Council Meetings held per semester	2 Sessions conducted	2	2
Safety	Safety	Percentage of schools with discipline and emergency management plans in place	100%	100%	100%

Regional Superintendent – Northwest (Region 1) (Function 2412)

The primary objective of the Northwest Region is to provide academic support to principals, teachers, parents and students in 28 elementary schools, seven middle schools, nine high schools, three alternative schools and three charter schools. The work also includes providing leadership to school administrators; presenting academic and operational feedback through team walk-throughs; ensuring continued academic and social support to students that help to improve their overall success; deploying regional content specialists to schools based on needs; advising, mentoring and coaching principals with decision-making; addressing community, parent and student needs; and supporting/monitoring District initiatives to ensure full implementation.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-301(b)(1)(G)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 282,448	\$ 383,396	\$ 410,562	\$ 458,157
Employee benefits	59,547	73,156	83,585	88,833
Professional services	18,678	3,448	20,900	15,760
Property maintenance services	-	2,050	2,200	4,469
Contracted services	598	18,565	3,500	3,906
Supplies & materials	10,116	34,607	17,150	13,550
Travel	3,675	5,775	13,500	5,000
Furniture & equipment	641	109,425	5,000	10,328
Other objects	-	1,895	2,000	560
Total	\$ 375,703	\$ 632,317	\$ 558,397	\$ 600,563
Staffing level	4.00	6.00	6.00	6.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement: To provide timely and appropriate academic support and leadership to principals and schools to accelerate student achievement	To maintain and increase the efficiency and accountability/ compliance of principals and schools in the development and implementation of systemic processes that promote sustainable academic growth and positive organizational structures	Percentage of data/ Compstat meetings/ conferences held with principals and school walk-throughs conducted in assigned regional schools	100%	100%	100%
Student Achievement	To increase the principals' leadership capacity and professional knowledge through regional professional development based on identified needs	Percentage of meetings /sessions/regional professional development held in assigned regional schools	100%	100%	100%

Regional Superintendent – Northwest (Region 1) (Function 2412) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To increase teachers' knowledge and instructional pedagogy through deployment of regional content specialists in schools based on needs	Percentage of weekly schools visits conducted in assigned regional schools	100%	100%	100%
Accountability	To ensure regional accounting practices and reporting done in accordance with established Internal Audit guidelines	Percentage of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
Accountability	To ensure implementation of District initiatives and goals	Percentage of schools rated with documented evidence of program implementation	100%	100%	100%
Parent and Community Involvement	To establish ongoing communication and collaboration with parents and community stakeholders to strengthen School-Parent/Community-Student support	Number of meetings and communications with community via Demand Parent and Town Hall Meetings	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted
Healthy Youth Development	Healthy Youth Development	Number of Student Advisory Council Meetings held per semester	2 Sessions conducted	2	2
Safety	Safety	Percentage of schools with discipline and emergency management plans in place	100%	100%	100%

Regional Superintendent – Southwest (Region 2) (Function 2414)

The primary objective of the Southwest Region is to provide academic support to principals, teachers, parents and students in 28 elementary schools, ten middle schools, ten high schools, three alternative schools, three charter schools and one specialty school. The work also includes providing leadership to school administrators; presenting academic and operational feedback through team walk-throughs; ensuring continued academic and social support to students that help to improve their overall success; deploying regional content specialists to schools based on needs; advising, mentoring and coaching principals with decision-making; addressing community, parent and student needs; and supporting/monitoring District initiatives to ensure full implementation.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-301(b)(1)(G)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 267,480	\$ 414,180	\$ 438,299	\$ 447,898
Employee benefits	60,162	98,185	102,335	105,824
Professional services	21,970	21,020	15,000	7,000
Property maintenance services	200	4,588	2,000	2,000
Contracted services	2,096	1,306	2,000	2,000
Supplies & materials	7,798	24,071	5,000	14,000
Travel	13,883	22,740	27,000	13,500
Furniture & equipment	189	89,747	11,250	14,250
Other objects	-	1,950	2,000	2,000
Total	\$ 373,778	\$ 677,787	\$ 604,884	\$ 608,472
Staffing level	4.00	6.00	6.00	6.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement: To provide timely and appropriate academic support and leadership to principals and schools to accelerate student achievement	To maintain and increase the efficiency and accountability/ compliance of principals and schools in the development and implementation of systemic processes that promote sustainable academic growth and positive organizational structures	Percentage of data/Compstat meetings/conferences held with principals and school walk-throughs conducted in assigned regional schools	100%	100%	100%
Student Achievement	To increase the principals' leadership capacity and professional knowledge through regional professional development based on identified needs	Percent of meetings/sessions/ regional professional development held in assigned regional schools	100%	100%	100%

**Regional Superintendent – Southwest (Region 2) (Function 2414) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To increase teachers' knowledge and instructional pedagogy through deployment of regional content specialists in schools based on needs	Percentage of weekly schools visits conducted in assigned regional schools	100%	100%	100%
Accountability	To ensure regional accounting practices and reporting done in accordance with established Internal Audit guidelines	Percentage of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
Accountability	To ensure implementation of District initiatives and goals	Percentage of schools rated with documented evidence of program implementation	100%	100%	100%
Parent and Community Involvement	To establish ongoing communication and collaboration with parents and community stakeholders to strengthen School-Parent/Community-Student support	Number of meetings and communications with community via Demand Parent and Town Hall Meetings	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted
Healthy Youth Development	Healthy Youth Development	Number of Student Advisory Council Meetings held per semester	2 Sessions conducted	2	2
Safety	Safety	Percentage of schools with discipline and emergency management plans in place	100%	100%	100%

Regional Superintendent – Southeast (Region 4) (Function 2416)

The Regional Superintendent's Office is designed for the purpose of implementation and alignment of the District's goals, school improvement, accelerated student achievement, parental involvement and oversight for the operation of safe and welcoming schools in the Southeast Region of the District.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-301(b)(1)(G)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 475,128	\$ 360,301	\$ 425,451	\$ 418,107
Employee benefits	87,934	80,333	110,088	94,557
Professional services	238,715	13,435	15,400	40,400
Property maintenance services	399	6,914	6,500	6,500
Contracted services	7,450	2,661	4,200	4,200
Supplies & materials	12,149	55,477	11,650	11,650
Travel	21,856	12,129	18,500	7,500
Furniture & equipment	27,498	44,752	5,000	5,000
Other objects	1,100	2,760	3,000	3,000
Total	\$ 872,229	\$ 578,762	\$ 599,789	\$ 590,914
Staffing level	4.00	6.00	6.00	5.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement: To provide timely and appropriate academic support and leadership to principals and schools to accelerate student achievement	To maintain and increase the efficiency and accountability/ compliance of principals and schools in the development and implementation of systemic processes that promote sustainable academic growth and positive organizational structures	Percentage of data/ Compstat meetings/ conferences held with principals and school walk-throughs conducted in assigned regional schools	100%	100%	100%
Student Achievement	To increase the principals' leadership capacity and professional knowledge through regional professional development based on identified needs	Percentage of meetings/ sessions/regional professional development held in assigned regional schools	100%	100%	100%

**Regional Superintendent – Southeast (Region 4) (Function 2416) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To increase teachers' knowledge and instructional pedagogy through deployment of regional content specialists in schools based on needs	Percentage of weekly schools visits conducted in assigned regional schools	100%	100%	100%
Accountability	To ensure regional accounting practices and reporting done in accordance with established Internal Audit guidelines	Percentage of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
Accountability	To ensure implementation of District initiatives and goals	Percentage of schools rated with documented evidence of program implementation	100%	100%	100%
Parent and Community Involvement	To establish ongoing communication and collaboration with parents and community stakeholders to strengthen School-Parent/Community-Student support	Number of meetings and communications with community via Demand Parent and Town Hall Meetings	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted	2 Demand Parent Meetings conducted 2 Town Hall Meetings conducted
Healthy Youth Development	Healthy Youth Development	Number of Student Advisory Council Meetings held per semester	2 Sessions conducted	2	2
Safety	Safety	Percentage of schools with discipline and emergency management plans in place	100%	100%	100%

**Striving Schools (Function 2417)**

The primary objective of Striving Schools is to academically support the regional superintendents, principals, teachers, parents and students in all the District's schools which include the nine Striving Schools. The work also includes providing leadership to regional teams and school leadership; providing academic and operational walk-throughs which supply schools with real-time data on its current status; increasing student achievement and support; addressing principals, teachers and student needs; providing monthly meetings with academic coaches; and monitoring District initiatives to ensure full implementation with fidelity.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-301(b)(1)(G)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 127,425	\$ 311,309	\$ 398,697	\$ 421,383
Employee benefits	33,045	60,794	88,728	92,687
Professional services	116	928,409	5,000	5,000
Property maintenance services	-	-	1,000	1,000
Contracted services	574	2,538	1,300	1,300
Supplies & materials	32,586	11,132	7,700	7,700
Travel	455	9,716	5,000	3,000
Furniture & equipment	6,076	3,950	1,000	1,000
Other objects	-	-	-	-
Total	\$ 200,277	\$ 1,327,848	\$ 508,425	\$ 533,070
Staffing level	4.00	5.00	5.00	5.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To afford appropriate academic support and leadership to regional superintendents, principals and schools to promote student achievement	Compstat meetings/ cluster meetings/ monthly meetings held with regional superintendents, principals, exemplary educators, and academic coaches, and school walk-throughs conducted in Striving Schools	100%	100%	100%
Student Achievement	To increase the regional superintendents' leadership capacity and professional knowledge through professional development based on identified needs	Percentage of meetings/sessions/ professional development held	100%	100%	100%

Striving Schools (Function 2417) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To increase principals', coaches' and teachers' knowledge and instructional pedagogy through deployment of regional teams and content professional development coordinators in schools based on needs	Percentage of weekly school visits conducted	100%	100%	100%
Accountability	To ensure school operations accounting practices and reporting done in accordance with established Internal Audit guidelines	Percentage of schools in conformity with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%
Accountability	To ensure the execution of District initiatives and goals	Percentage of schools documented using mandated programs	100%	100%	100%
Parent and Community Involvement	To institute effective communication methods and collaboration with parents and community stakeholders to strengthen District-School/School-Parent/Community-School support	Number of communications with community and town halls meetings	8 Demand Parent Meetings conducted 8 Town Hall Meetings conducted	8 Demand Parent Meetings conducted 8 Town Hall Meetings conducted	8 Demand Parent Meetings conducted 8 Town Hall Meetings conducted
Healthy Youth Development	Healthy Youth Development	Number of Student Advisory Council Meetings held per semester	8 Sessions conducted	8	8
Safety	Safety	Percentage of schools with discipline and emergency management plans in place	100%	100%	100%

**Technology and Careers Administration (Function 2420)**

Technology and Careers Administration provides funding for administrators and clerical support for six career and technology centers and one adult education center. Such administrators include career and technology principals, assistant principals, administrative and high school financial secretaries. These staff members provide educational and supportive services to teachers as they strive to meet the needs of the students by using individualized and group counseling and teaching career and technical skills oriented toward individualized instruction. These services include constant curriculum study and revision, counseling and job placement and making use of advisory committees from the community, students, business and industry.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Elementary and Secondary Education Act of 1965

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,695,815	\$ 1,640,308	\$ 1,632,889	\$ 1,682,229
Employee benefits	404,472	398,536	390,353	437,418
Professional services	6,601	3,565	6,581	6,581
Property maintenance services	13,786	14,442	16,432	16,432
Contracted services	6,737	8,714	8,333	8,333
Supplies & materials	30,345	33,666	28,439	28,439
Travel	3,796	6,091	4,448	3,673
Furniture & equipment	10,227	7,399	8,186	8,186
Other objects	-	-	-	-
Total	\$ 2,171,779	\$ 2,112,721	\$ 2,095,661	\$ 2,191,291
Staffing level	29.00	29.00	28.00	28.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
(Core Indicator) Refer to functions 1311, 1313, 1314, 1315, 1316, 1317, 1318, 1332, 1335 and 2270					



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STUDENT SUPPORT

James Q. Bacchus, Chief of Student Support

MISSION STATEMENT:

Our mission is to provide all children with a wholesome K-12 experience through high-quality enrichment, extracurricular and intervention support.

STRATEGIC GOALS:

Goals: 1, 2, 3, 4 and 5

ISSUES & TRENDS:

Reduce overage students for their grade, impact graduation rate, increase student engagement, decrease dropout rate and increase course academic offering and options

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

- Graduation impact: 25 percent
- Increased Summer Program participation by 23 percent
- Percentage of parents rating "5" on the survey has increased by ten percent

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

- Student Graduation Plan and intervention profile (EXCEL)
- Summer Program Expansion to K-2

Driver Education Tuition (Function 1160)

The Driver Education Tuition program is an extension of the regular school day program that is presented at each individual school during the school day. This program is designed for students that cannot or who choose not to take the course during regular school hours. Many students from Shelby County also take advantage of the opportunity the tuition class affords. We also participate in the States' CDTF (Cooperative Driver Testing Program). This program is designed to help reduce wait time at the Department of Safety as well as provide students the opportunity to earn a waiver from further testing at the Department of Safety.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §55-50-322 (f)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 86,273	\$ 97,338	\$ 113,964	\$ 116,386
Employee benefits	11,764	12,515	16,034	19,437
Professional services	-	100	1,990	1,990
Property maintenance services	952	382	1,170	1,170
Contracted services	-	181	250	250
Supplies & materials	-	35	8,564	8,564
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 98,989	\$ 110,551	\$ 141,972	\$ 147,797
Staffing level	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To improve the success rate of students enrolled in driver education programs	Increase in the number of students enrolled in the Driver Education Program that meet TN DOS standards	Baseline Year	91%	95%
Accountability	Improve student engagement in driver education programs	Increase in the number of students and adults enrolled in the Driver Education program	Baseline Year	Baseline vs. 3,017	420 vs. 3,200
Parent/Community Involvement	Department to host information sessions to inform parents of programs' expectations and activities	Increase in the number of parents that attend sessions related to student enrollment	Baseline Year	30%	35%

Driver Education Instruction (Function 1161)

The purpose of the Driver Education program is to provide educational experiences that will produce a traffic citizen acceptable to society. Students must be 15 years of age and physically able, with or without the use of aids, to operate a motor vehicle. Students register for driver education classes at their attending school. Students who score 80 or above on the Tennessee Knowledge Test and/or 88 or above on the Driving Test may be waived from further testing when applying for a Tennessee Driver's License or Instructional Permit. Driver Education is an elective course that can be used to fulfill graduation requirements.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §55-50-322 (f)

Operating Budget.

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,533,972	\$ 1,419,247	\$ 1,406,644	\$ 1,403,583
Employee benefits	361,404	331,421	326,075	360,539
Professional services	330	1,214	1,619	1,619
Property maintenance services	1,336	5,217	26,108	26,108
Contracted services	8,664	1,031	1,174	1,174
Supplies & materials	50,647	43,900	33,908	33,908
Travel	2,954	-	2,250	-
Furniture & equipment	14,681	29,260	20,603	20,603
Other objects	57	58	59	59
Total	\$ 1,974,045	\$ 1,831,348	\$ 1,818,440	\$ 1,847,593
Staffing level	27.00	24.00	24.00	24.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	To improve the success rate of students enrolled in driver education programs	Increase in the number of students enrolled in the Driver Education Program that meet TN DOS standards	Baseline Year	91%	95%
Accountability	Improve student engagement in driver education programs	Increase in the number of students and adults enrolled in the Driver Education program	Baseline Year	3,017	3,200
Parent/Community Involvement	Department to host information sessions to inform parents of programs' expectations and activities	Increase in the number of parents that attend sessions related to student enrollment	Baseline Year	30%	35%

R.O.T.C. (Function 1162)

The R.O.T.C. program is designed to provide leadership instruction to high school students through a curriculum that has been developed in response to changing educational philosophies and concepts. R.O.T.C. objectives are developing: leadership, self-reliance, responsiveness to properly constituted authority, appreciation of physical fitness, ability to communicate effectively and attitudes related to responsible citizenship and patriotism. The R.O.T.C. program includes Cadet Challenge physical fitness training sponsored by the President's Council on Physical Fitness and personal financial training through the National Endowment for Financial Education. The State has approved successful completion of two years of R.O.T.C. substitutes for one credit of Lifetime Wellness and ½ credit of Physical Education. Successful completion of three years of R.O.T.C. substitutes for ½ credit of personal finance and ½ credit of United States Government. The Memphis City Schools R.O.T.C. program is one of the largest in the nation with 25 high schools participating and more than 4,500 cadets. Kingsbury and White Station provide an honors R.O.T.C. curriculum for cadets after the first year. Cadet enrollment is at an all time high and attracting high-achieving students. There is absolutely no military obligation for high school students who participate in R.O.T.C., and instructors do not act as adjunct Army recruiters. However, there are advantages for those who complete one or more years of R.O.T.C. instruction. College level R.O.T.C. scholarship applications and Service Academy applications consider R.O.T.C. achievement. There is increased rank and pay for those who do enter one of the armed forces. Federal scholarship money awarded last year for cadets amounted to \$1,960,745.

The Army provides a curriculum that is accredited by the Southern Association of Colleges and Schools (SACS) and Commission on International and Trans-Regional Accreditation (CITA). It also provides funding for cadet uniforms, electronic classroom equipment to include computers, TVs, cleaning and maintenance of uniforms and equipment, JROTC Cadet Leadership Challenge (JCLC) (summer camp) and student materials for a total cost of \$5,751,772. The District is reimbursed for approximately half of the salary paid to the R.O.T.C. instructors, excluding fringe benefits. All R.O.T.C. instructors are certified at both the Federal and State level and are classified as Highly Qualified under NCLB.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,640,463	\$ 3,747,730	\$ 4,052,654	\$ 4,264,183
Employee benefits	670,617	674,368	733,841	833,324
Professional services	-	-	-	10,000
Property maintenance services	150	-	937	2,000
Contracted services	7,348	13,162	6,556	5,000
Supplies & materials	18,649	6,698	20,767	1,767
Travel	13	121	100	5,200
Furniture & equipment	-	-	30,000	-
Other objects	-	-	-	-
Total	\$ 4,337,240	\$ 4,442,079	\$ 4,844,855	\$ 5,121,474
Staffing level	65.00	65.00	66.00	66.00

R.O.T.C. (Function 1162) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Goal 1: Student Achievement – Accelerate the academic performance of cadets	(1) To improve the Cadets GPA and standardized test performances	Increase in scores in both GPA of JROTC vs. non-JROTC students	N/A	Establish Baseline	N/A
	(2) To improve unit performance in their annual inspections	Increase the number of units with ranking above satisfactory		Establish Baseline	
	(3) To maintain a high level of ROTC scholarship winners	Maintain a high level of cadets winning ROTC scholarship		Establish Baseline	
Maintain accountability of property and clothing	No losses of property. Minimum loss of clothing	Annual hand receipt updates and turn-in of cadet uniforms	N/A	Establish Baseline	N/A
Build and strengthen character and development of all cadets	To strengthen cadets positive decision-making ability and positive self-discipline	Decreased incidents of cadets requiring disciplinary actions	N/A	Establish Baseline	N/A
Maintain Safety & Discipline	To ensure safety remains a priority in all JROTC activities	No student injuries while engaging in JROTC activities	N/A	Establish Baseline	N/A

Athletics (Function 1170)

Athletics provide students the opportunity to expand their physical talents, learn to work as a team and develop leadership skills while encouraging students to stay in school. The athletic program consists of a staff of eleven employees and two substitute custodial workers. Many students progress to higher levels of education through athletic scholarships. Due to rising costs for equipment and supplies and low attendance at events, athletics is not self-supporting. To maintain a quality athletic program requires funds for maintaining and purchasing equipment, liability insurance, coaches' supplements, fees for officials, tickets, trophies and rental fees for special events.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 2,532,818	\$ 2,846,035	\$ 2,541,261	\$ 2,426,115
Employee benefits	468,694	518,684	424,827	493,797
Professional services	648,335	617,202	693,322	693,439
Property maintenance services	10,839	5,568	7,221	7,096
Contracted services	151,783	56,329	126,361	177,668
Supplies & materials	16,018	9,724	162,341	11,042
Travel	35,660	46,018	30,466	30,466
Furniture & equipment	331,864	336,719	392,272	292,272
Other objects	350	-	-	-
Total	\$ 4,196,361	\$ 4,436,279	\$ 4,378,071	\$ 4,131,895
Staffing level	22.00	18.00	21.00	11.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Achievement	Increase the percentage of student athletes' ACT scores and GPA	SMS – intervention and accountability	70%	80%	100%
Parent Involvement	Parents attending pre-season meetings, training	Collaboration with all stakeholders who provide assistance to student athletes	70%	80%	100%
Safety	To create a safe athletic environment where students are held accountable for their actions, learn the skills of athleticism and sportsmanship	Decrease in the number of infractions	N/A	N/A	N/A

Secondary Summer School (Function 1183)

The legendary Summer School program consists of several distinct programs: Extended Year, Intervention K-8, Overage-for-Grade (OAG) and New Course Work HS. Extended Year provides students in grades 6-12 an opportunity to recover courses failed during the current school year. Through the use of a computer-based software program that is correlated to MCS curricula and State standards, students can recover coursework for up to two subjects. Elementary and middle programs provide students in grades 1-8 an opportunity to attend one of two distinct programs; Overage-for-Grade or Intervention Summer School. These programs allow students an opportunity to stay on track by attending a 26-day program. Students are provided a summer school curriculum which they must successfully pass. Allowing students to continue toward graduation in a timely manner deters dropout and helps encourage students to continue their pursuit of a career or higher education. New coursework is provided for high school students. These courses include District-designed curriculum guides that match the regular curriculum and address required tests. Approximately 500 to 600 students graduate each summer. In 2009, 5,528 secondary students were promoted based on their performance in the summer program. In addition to this 1,899 OAG students passed summer school and were promoted to 11th grade and 553 elementary intervention students were promoted. This budget operates through two fiscal years and the budget presented does not illustrate the expenses for the complete summer.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy 4.603

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,845,467	\$ 3,297,634	\$ 2,581,281	\$ 2,551,427
Employee benefits	262,409	421,430	363,186	368,972
Professional services	19,957	72,755	27,341	27,341
Property maintenance services	2,084	313,539	300,750	100,000
Contracted services	82,859	29,663	35,676	35,676
Supplies & materials	14,896	328,065	52,344	253,094
Travel	5,447	9,210	6,711	6,711
Furniture & equipment	860	-	-	-
Other objects	-	-	-	-
Total	\$ 2,233,979	\$ 4,472,296	\$ 3,367,289	\$ 3,343,221

Staffing level	-	-	1.00	1.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1	Reduce the percentage of students who are two (2) or more overage for grade	Reduce the percentage of students overage in grades 6-12	25%	25%	25%
1	Longitudinal graduation rate increase by 3 percent	Percentage of earned credit in Credit Recovery and Extended Year	21.5%	25%	25%

Secondary Summer School (Function 1183) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1	Expand summer intervention programs to include kindergarten students moving to first grade who did not meet standards during the regular school year	Pre-test, post-test - REA to evaluate based upon the difference between the measure of standards met at the end of the regular school year and the end of the summer intervention program; the impact of summer intervention program on students meeting standards	Baseline	90% of eligible students will attend kindergarten summer school intervention 97% of eligible students attending kindergarten summer school intervention will meet grade level expectations	90% of eligible students will attend kindergarten summer school intervention 97% of eligible students attending kindergarten summer school intervention will meet grade level expectations
1	Implement summer school standards-based intervention programs for students in grades 1-3 who do not meet standards during the regular school year	Pre-test, post-test - REA to evaluate based upon the difference between the measure of standards met at the end of the regular school year and the end of the summer intervention program; the impact of summer intervention program on students meeting standards	Baseline	90% of eligible students will attend summer school intervention 97% of eligible students attending summer school intervention will meet grade level expectations	90% of eligible students will attend summer school intervention 97% of eligible students attending summer school intervention will meet grade level expectations

MCS Prep Northwest (Function 1184)

MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep also gives students who are behind schedule for the path to graduation the opportunity to graduate and enter post-secondary institutions or transition into the workforce and to begin immediately to contribute to the global economy.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 424,203
Employee benefits	-	-	-	113,726
Professional services	-	-	-	936
Property maintenance services	-	-	-	20,200
Contracted services	-	-	-	205
Supplies & materials	-	-	-	133,638
Travel	-	-	-	723
Furniture & equipment	-	-	-	1,341
Other objects	-	-	-	1,750
Total	\$ -	\$ -	\$ -	\$ 696,722
Staffing level	-	-	-	10.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 5	Increase the number of at-risk students who are overage for grade and/or expelled	10% increase of students that attend MCS Prep	200 prep scholars	20% increase 240 prep scholars	15% increase 276 prep scholars
1, 5	To successfully transition students to post-secondary institutions, military or trade (career) opportunities	100% of students who graduate will transition to a post-secondary institution, military or trade (career) opportunity	Baseline Year 5 students graduated	80% 60 graduates out of 75 are estimated to attend a post-secondary institution, military or trade (career) opportunity	100%
1,5	To expand course offerings (adjunct faculty)	20% increase in students enrolled	Baseline Year 20 students enrolled	40 students enrolled	Increase by 15%
1,5	Reduce the number of repeat expelled students for gang-related offenses who attend a Prep School	Percentage of students expelled for gang-related incidents that return to Prep Schools	Baseline Year 64 students with gang offenses attended with 14 students returned 21.9%	50% decrease	50% decrease
1,5	To implement the Career Connections curriculum (college and job readiness)	100% student participation by graduation	N/A	100% participation	100% participation
1,5	Graduate students enrolled in the MCS Prep School within 2 years	95% of students enrolled in MCS Prep will graduate with a high school diploma	28 students graduated from Northwest Prep Academy	50% increase in graduating seniors	75% increase in graduating seniors

MCS Prep Northeast (Function 1185)

MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep also gives students who are behind schedule for the path to graduation the opportunity to graduate and enter post-secondary institutions or transition into the workforce and to begin immediately to contribute to the global economy.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 314,314
Employee benefits	-	-	-	88,743
Professional services	-	-	-	936
Property maintenance services	-	-	-	20,200
Contracted services	-	-	-	205
Supplies & materials	-	-	-	133,638
Travel	-	-	-	724
Furniture & equipment	-	-	-	1,341
Other objects	-	-	-	1,750
Total	\$ -	\$ -	\$ -	\$ 561,851
Staffing level	-	-	-	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 5	Increase the number of at-risk students who are overage for grade and/or expelled	10% increase of students that attend MCS Prep	200 prep scholars	20% increase 240 prep scholars	15% increase 276 prep scholars
1, 5	To successfully transition students to post-secondary institutions, military or trade (career) opportunities	100% of students who graduate will transition to a post-secondary institution, military or trade (career) opportunity	Baseline Year 5 students graduated	80% 60 graduates out of 75 are estimated to attend a post-secondary institution, military or trade (career) opportunity	100%
1,5	To expand course offerings (adjunct faculty)	20% increase in students enrolled	Baseline Year 20 students enrolled	40 students enrolled	Increase by 15%
1,5	Reduce the number of repeat expelled students for gang-related offenses who attend a Prep School	Percentage of students expelled for gang-related incidents that return to Prep Schools	Baseline Year 64 students with gang offenses attended with 14 students returned 21.9%	50% decrease	50% decrease
1,5	To implement the Career Connections curriculum (college and job readiness)	100% student participation by graduation	N/A	100% participation	100% participation
1,5	Graduate students enrolled in the MCS Prep School within 2 years	95% of students enrolled in MCS Prep will graduate with a high school diploma	28 students graduated from Northeast Prep Academy	50% increase in graduating seniors	75% increase in graduating seniors

MCS Prep Southwest (Function 1186)

MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep also gives students who are behind schedule for the path to graduation the opportunity to graduate and enter post-secondary institutions or transition into the workforce and to begin immediately to contribute to the global economy.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 279,441
Employee benefits	-	-	-	79,811
Professional services	-	-	-	936
Property maintenance services	-	-	-	20,200
Contracted services	-	-	-	205
Supplies & materials	-	-	-	133,638
Travel	-	-	-	724
Furniture & equipment	-	-	-	1,341
Other objects	-	-	-	1,750
Total	\$ -	\$ -	\$ -	\$ 518,046
Staffing level	-	-	-	6.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 5	Increase the number of at-risk students who are overage for grade and/or expelled	10% increase of students that attend MCS Prep	200 prep scholars	20% increase 240 prep scholars	15% increase 276 prep scholars
1, 5	To successfully transition students to post-secondary institutions, military or trade (career) opportunities	100% of students who graduate will transition to a post-secondary institution, military or trade (career) opportunity	Baseline Year 5 students graduated	80% 60 graduates out of 75 are estimated to attend a post-secondary institution, military or trade (career) opportunity	100%
1,5	To expand course offerings (adjunct faculty)	20% increase in students enrolled	Baseline Year 20 students enrolled	40 students enrolled	Increase by 15%
1,5	Reduce the number of repeat expelled students for gang-related offenses who attend a Prep School	Percentage of students expelled for gang-related incidents that return to Prep Schools	Baseline Year 64 students with gang offenses attended with 14 students returned 21.9%	50% decrease	50% decrease
1,5	To implement the Career Connections curriculum (college and job readiness)	100% student participation by graduation	N/A	100% participation	100% participation
1,5	Graduate students enrolled in the MCS Prep School within 2 years	95% of students enrolled in MCS Prep will graduate with a high school diploma	28 students graduated from Southwest Prep Academy	50% increase in graduating seniors	75% increase in graduating seniors

MCS Prep Southeast (Function 1187)

MCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plan is customized for each student as they work toward graduation. MCS Prep also gives students who are behind schedule for the path to graduation the opportunity to graduate and enter post-secondary institutions or transition into the workforce and to begin immediately to contribute to the global economy.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 1,219,873
Employee benefits	-	-	-	383,926
Professional services	-	-	-	936
Property maintenance services	-	-	-	385,291
Contracted services	-	-	-	205
Supplies & materials	-	-	-	133,638
Travel	-	-	-	724
Furniture & equipment	-	-	-	1,341
Other objects	-	-	-	1,750
Total	\$ -	\$ -	\$ -	\$ 2,127,684
Staffing level	-	-	-	26.0

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 5	Increase the number of at-risk students who are overage for grade and/or expelled	10% increase of students that attend MCS Prep	200 prep scholars	20% increase 240 prep scholars	15% increase 276 prep scholars
1, 5	To successfully transition students to post-secondary institutions, military or trade (career) opportunities	100% of students who graduate will transition to a post-secondary institution, military or trade (career) opportunity	Baseline Year 5 students graduated	80% 60 graduates out of 75 are estimated to attend a post-secondary Institution, Military, or trade (career) opportunity	100%
1, 5	To expand course offerings (adjunct faculty)	20% increase in students enrolled	Baseline Year 20 students enrolled	40 students enrolled	Increase by 15%
1, 5	Reduce the number of repeat expelled students for gang-related offenses who attend a Prep School	Percent of students expelled for gang-related incidents that return to Prep Schools	Baseline Year 64 students with gang offenses attended with 14 students returned 21.9%	50% decrease	50% decrease
1, 5	To implement the Career Connections curriculum (college and job readiness)	100% student participation by graduation	N/A	100% participation	100% participation
1, 5	Graduate students enrolled in the MCS Prep School within 2 years	95% of students enrolled in MCS Prep will graduate with a high school diploma	28 students graduated from Southeast Prep Academy	50% increase in graduating seniors	75% increase in graduating seniors

Elementary Counseling Services (Function 1510)

Elementary Counseling Services programs creates a facilitative, caring and supportive school environment for the students in the District. In collaboration with the administration, school and District staff, parents, community members and agency personnel, counselors develop an integrated, comprehensive network of support systems to provide each student with experiences necessary to succeed at higher levels and expand career options. Counselors identify student needs, interpret data, make appropriate referrals and provide focused interventions. They support academic achievement and facilitate positive personal-social development through individual/group counseling/guidance, classroom presentations and family support. This support sometimes involves identifying mentors and tutors for these students and connecting them with appropriate resources. In order to fully implement State-approved K-12 Counseling Standards, elementary counselors need additional resources to establish a more uniform curriculum. They are supported and monitored by two elementary counseling supervisors.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-5-302, §49-5-5003, §49-5-5004 and §49-6-303

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 6,317,807	\$ 6,427,186	\$ 5,951,178	\$ 6,361,332
Employee benefits	1,458,408	1,518,859	1,450,533	1,728,317
Professional services	1,786	-	2,700	2,700
Property maintenance services	-	-	-	-
Contracted services	603	449	1,796	-
Supplies & materials	20,899	9,891	31,484	33,206
Travel	781	476	963	-
Furniture & equipment	322	7,246	-	-
Other objects	30	-	450	450
Total	\$ 7,800,636	\$ 7,964,107	\$ 7,439,104	\$ 8,126,005

Staffing level	111.00	107.00	106.00	107.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
3	Increase parents' awareness of promotion/graduation requirements and changes	Counseling Services' participation in parent assembly meetings and Demand Parent Summits	Counseling Services participated in all four regional Demand Parent Summits and other Parent Engagement Activities as requested	Continued support of parent informational meetings and seminars	Continued support of informational meetings and seminars

Elementary Counseling Services (Function 1510) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 2 & 6	Professional development for all counselors with additional development for new counselors	Two professional development meetings for all counselors will be conducted each semester; two professional development sessions per semester will also be held for new counselors	Two professional development sessions were held for all counselors and two additional professional development sessions were held for new counselors the first semester. During the second semester there were two professional development sessions for all counselors and only one for new counselors	Continued professional development for counselors to support District initiatives	Continued professional development for counselors to support District initiatives
2, 4	Health screenings for eligible K-8th grade students	Increase the number of students using MCS health screening	25,113 students in grades K-8 were screened	Increase number of students using MCS screening and health clinics by 20%	Increase number of students using MCS screening and health clinics by 20%

Secondary Counseling Services (Function 1511)

Secondary Counseling Services programs create a facilitative, caring and supportive school environment for the students in the District. In collaboration with the administration, school staff, District staff, parents, community members and agency personnel, counselors develop an integrated, comprehensive network of support systems to provide each student with experiences necessary to succeed at higher levels and expand career options. Counselors identify student needs, interpret data, make appropriate referrals and provide focused interventions. They are supported and monitored by a middle school counseling supervisor and a high school supervisor.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-5-302, §49-5-5003, §49-5-5004 and §49-6-303

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 8,971,004	\$ 8,761,710	\$ 8,125,872	\$ 7,530,193
Employee benefits	2,056,155	2,032,722	1,981,578	2,192,927
Professional services	597	750	4,500	4,500
Property maintenance services	1,748	-	-	-
Contracted services	14,304	1,278	3,414	-
Supplies & materials	24,383	19,401	51,915	51,913
Travel	1,873	1,916	2,650	6,064
Furniture & equipment	3,399	26,074	-	-
Other objects	-	-	-	-
Total	\$ 11,073,463	\$ 10,843,851	\$ 10,169,929	\$ 9,785,597
Staffing level	171.00	168.00	148.00	133.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 2	Increase counselor accountability for increasing college scholarship offers	Increase % of seniors receiving academic scholarships	1,743 academic scholarships were awarded in the Class of 2009	Increase of 10%	Increase of 15%
2, 3	Increase accountability on focused plans created in grade 8 using an electronic process (ED Plan)	Increase # of 8th grade plans completed in Ed Plan	5,346 electronic plans were completed for 8th graders	100% completion	100% completion
3	Increase parents' awareness of promotion/graduation requirements and changes	Counseling Services' participation in parent assembly meetings and Demand Parent Summits	Counseling Services participated in all four regional Demand Parent Summits and other Parent Engagement Activities as requested	Continued support of parent informational meetings and seminars	Continued support of informational meetings and seminars

Secondary Counseling Services (Function 1511) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 2 & 6	Professional development for all counselors with additional development for new counselors	Two professional development meetings for all counselors will be conducted each semester; two professional development sessions per semester will also be held for new counselors	Two professional development sessions were held for all counselors and two additional professional development sessions were held for new counselors the first semester. During the second semester there were two professional development sessions for all counselors and only one for new counselors	Continued professional development for counselors to support District initiatives	Continued professional development for counselors to support District initiatives
2, 4	Health screenings for eligible K-8th grade students	Increase the number of students using MCS health screening	25,113 students in grades K-8 were screened.	Increase number of students using MCS screening and health clinics by 20%	Increase number of students using MCS screening and health clinics by 20%

Extended Contract – Career Ladder (Function 1901)

The Extended Contracts – Career Ladder program is a State-funded program that provides the District monetary resources for extended day and summer programs. Funds are used throughout the District to assist schools with offering after-school and Saturday tutoring. Schools can use funds to tutor for the Tennessee Comprehensive Assessment Program (TCAP), ACT, Gateway, End of Course, Intervention and Online learning and Credit Recovery. In addition, funds are allocated for District summer programs such as Summer School, Algebra Camp and other enrichment proposals.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Policy 4.603

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 2,414,937	\$ 1,492,729	\$ 3,282,469	\$ 2,151,967
Employee benefits	334,042	202,656	461,844	359,379
Professional services	44,658	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 2,793,637	\$ 1,695,385	\$ 3,744,313	\$ 2,511,346
Staffing level	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1	Improve student achievement in major core academic areas as determined by classroom grades earned (grades 1 to 12)	Final classroom grade in all major content areas, compared to the six-week grade of a D or F in the course	1,636 students were involved in programs designed to improve their grades in reading/language arts courses, and 1,960 were involved in programs designed to improve their grades in mathematics. In addition, 89 students were in programs to improve their grades in science courses and 43 were in programs to improve their grades in social studies. The results below consider only those students who have grades for both the first and fifth six-week periods and whose attendance in the programs was at least 80%. The results are disaggregated into elementary (1-5) and secondary (6-12). For elementary students, from the first six-week grading period to the fifth, the average grade in reading increased from 76 to 80 and the average in math increased from 79 to 82. For secondary students, average grades increased as follows: from 76 to 78 in reading/language arts, from 77 to 80 in math and from 75 to 79 in science. Social studies grades showed a slight decrease, from 86 to 86. Generally speaking, for students participating in the Extended Learning Program, grade in the core content areas were higher, on average, in the fifth six-week period compared with the first	98% of students who attend at least 80%	98% of students who attend at least 80%

Extended Contract - Career Ladder (Function 1901) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1	Improve student performance on the TCAP Achievement Test (grades 2 to 8)	TCAP Achievement Test	<p>A total of 2,419 students participated substantially in programs designed to prepare them for the TCAP achievement tests. Of these, 1,538 were in reading/language arts programs, 1,447 were in mathematics programs, 41 were in science programs and 34 were in social studies programs.</p> <p>The percentage of substantially-served students in reading/language arts programs who scored proficient or advanced on the reading/language arts portion of the TCAP, was 75% in 2008-09, down slightly from 83% in 2007-08. For math programs, 82% of substantial participants scored proficient or advanced on the math portion of the TCAP in 2008-09, up from 77% in 2007-08. The corresponding 2008-09 proficiency rates for science and social studies were 60% and 54%, respectively.</p>	Increase by 3%	Increase by 3%
1	Improve student performance on the Gateway and End of Course Tests/ACT (grades 9 to 12)	Algebra I, Biology, English II, US History, (EOC) ACT	<p>In 2008-09, 121 students were substantially served in programs designed to prepare them for the Gateway exams. At the spring 2009 administration, 13 students took the English II Gateway exam; all 13 students scored proficient or advanced. For the Algebra I exam, 21 students were tested; 71% of those students scored proficient or advanced. Eight of the substantially-served students took the Biology I Gateway exam, and 88% of those students scored proficient or advanced.</p> <p>Substantially-served students in SAT/ACT programs totaled 65 for 2008-09.</p>	Increase by 3%	Increase by 3%
1	Online Learning/Credit Recovery	All Online and Credit Recovery Courses	Approximately 1,892 students earned 1 or more credits	Increase by 25%	Increase by 25%
1	Summer School Program	Number of students attending summer program compared to the number promoted	Approximately 9,000 students participated in summer programs	Increase by 25%	Increase by 25%

Dr. Benjamin L. Hooks Memphis Job Corps Academy (Function 1921)

Dr. Benjamin L. Hooks Job Corps Academy is a two-year choice innovative high school formed in conjunction with MINACT (Minorities in Action) and Memphis City Schools (Innovative and Charter Schools). This program is characterized as a self-paced, computer-based, nurturing environment where students have the opportunity to earn a high school diploma and/or GED, as well as a vocational trade without sacrificing academic excellence. A student-to-teacher ratio of 12 to 1 allows teachers and support staff to design lessons with the students in mind. Students in this program must complete community service as well as an internship/externship in one of the various areas of trade (Accounting, Computer Service, Phlebotomy, Material Handling & Distribution, Industrial Electronics, Carpentry, Medical Office Support or Certified Nursing Assistant) prior to exiting the campus as a requirement of MINACT.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 449,827	\$ 446,439	\$ 430,647	\$ 452,140
Employee benefits	97,751	96,673	99,925	120,586
Professional services	4,043	5,043	68,500	68,500
Property maintenance services	-	751	-	-
Contracted services	1,640	80	10,000	10,000
Supplies & materials	31,587	34,222	48,400	48,400
Travel	62	84	901	901
Furniture & equipment	79,859	34,720	52,200	52,200
Other objects	-	60	-	-
Total	\$ 664,769	\$ 618,072	\$ 710,573	\$ 752,727
Staffing level	9.00	9.00	8.00	8.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
#1 - Student Achievement	To ensure that all students and staff members have required and ready access to instructional technology & a comprehensive materials collection that supports the curricular & instructions program	Ensure that curriculum guides, scope and sequence State performance comply with MCS standards	100%	100%	100%
The administration provides direction, lends support and allocates necessary resources for curriculum/ co-curriculum programs that enable students to achieve high expectations		We utilize data to individualize instruction & focus on the individual needs of students	100%	100%	100%
Ensure implementation of research-based instruction strategies, innovation & activities that facilitate achievement for all students	Implement processes to ensure that teachers are well-prepared and are able to effectively implement the curriculum		Yes	Yes	Yes

Innovative and Charter Schools (Function 1922)

The Division of Innovative and Charter Schools is a compilation of strategies and programs designed to provide appropriate alternative learning experiences for students whose behavior in the regular program has become disruptive and has prevented academic progress. The majority of these students are expelled for a period of at least one semester. These students are offered the opportunity to continue their education while on a suspension status opposed to being detached from the education process. While enrolled, they also benefit from instructional services in core curriculum areas, selected vocational opportunities, individualized intervention plans, behavioral intervention, social and behavioral skill enhancement and the development of coping and anger management skills. Intensive intervention, reentry and academic follow-up services are also provided. Within each program behavioral adjustment techniques are utilized in order to provide sustained behavioral and academic improvement. Up to 1,400 students (seats) can be served within these success (alternative) sites depending on student needs. The number served fluctuates depending on the needs of the students. Staff personnel are actively engaged in staff development activities and workshops to support program implementation. Additionally, this Division funds a total of six alternative (success) schools, four MCS Prep Academies and three Transition Schools that meet the needs of overage learners at high risk of dropping out of school while it also provides for the expansion of existing alternative programs and the development of new programs as the need occurs.

In addition, this function is responsible for charter school administration; such as, reviewing applications, presenting to the Board, etc.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 5,232,675	\$ 6,711,706	\$ 6,806,574	\$ 6,694,270
Employee benefits	1,290,082	1,636,903	1,909,191	1,869,898
Professional services	10,363	1,825	26,870	27,670
Property maintenance services	36,021	20,745	36,660	36,660
Contracted services	130,360	15,833	165,023	165,023
Supplies & materials	210,583	493,422	344,146	282,722
Travel	13,279	2,904	14,232	11,303
Furniture & equipment	179,840	198,885	51,282	49,359
Other objects	-	-	-	-
Total	\$ 7,103,203	\$ 9,082,223	\$ 9,353,978	\$ 9,136,905

Staffing level	140.80	141.80	150.80	135.83
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 5	Reduce the number of expelled students who do not attend innovative school/program	10% decrease of students expelled that did not attend an innovative school (Transition, Success or MCS Prep)	Reduced from 620 students to 424 (31.6% decrease)	15% decrease	15% decrease

**Innovative and Charter Schools (Function 1922) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 5	To successfully transition students from incarcerated facilities or expelled success schools' students to a traditional school	Percentage of students that transition to a traditional school and remain	Baseline Year 1,377 students transitioned, 107 students returned (7.8%)	50% decrease	50% decrease
1, 5	To expand capacity of innovative school	Increase the number of seats for students K-12 in innovative schools	Increased by 825 seats	N/A	Increase by 250 seats
1, 5	Reduce the number of repeat expelled students for gang-related offenses who attended an innovative school	Percentage of students expelled for gang-related incidents that return to innovative schools	Baseline Year 64 students with gang offenses attended with 14 students returned 21.9%	50% decrease	50% decrease

Driver Education/R.O.T.C. Support (Function 1931)

The Driver Education/R.O.T.C. Support Division coordinate the instructional component and service programs that support, supplement and enhance students' regular academic learning opportunities. The budget covers the annual operational cost for each office and resources to support the operation at various school locations.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §46-6-3401

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ 724,523	\$ 716,386
Employee benefits	-	-	168,969	187,062
Professional services	-	-	4,000	-
Property maintenance services	-	-	7,500	7,500
Contracted services	-	-	7,000	-
Supplies & materials	-	-	7,000	-
Travel	-	-	7,500	7,500
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ -	\$ -	\$ 926,492	\$ 918,448
Staffing level	-	-	10.00	10.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
3	Encourage each battalion to host JROTC open house session to inform parents of program activities	Number of parents attending JROTC information sessions	24 schools hosted open house for parents	N/A	N/A
5	Complete a comprehensive risk assessment for all training to include classroom instruction	Percentage of classrooms and trainings that received comprehensive assessment	Risk assessment for each activity	N/A	N/A
1	To improve the student engagement in the driver education program	Increase the number of students enrolled in driver education program	3,017 students were served by driver education program	N/A	N/A
2	To improve the success rate of students enrolled in driver education programs	Percentage of students enrolled in the programs that meets TN DOS standards	91% met TN DOS standards	N/A	N/A
3	Department to host information sessions to inform parents of programs' expectations and activities	Percentage of parents attending session related to students enrollment	125 parents attended four sessions = 5%	N/A	N/A

Pupil Services (Function 1935)

The function of the Division of Pupil Services is to serve and protect the rights of students through due process and to support the schools in their efforts to provide every student with a quality education. The major focus of the Pupil Services Division is to adjudicate appeal cases involving suspensions in a manner that ensure decisions are made according to the Board of Education policies and procedures within the guidelines of the Student Code of Conduct. Also, the Division provides for student reentry assignments and safety transfers.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-6-3401

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,114,943	\$ 1,073,934	\$ 750,660	\$ 716,016
Employee benefits	260,512	255,225	183,770	190,069
Professional services	1,051	521	1,060	1,060
Property maintenance services	4,428	5,221	5,650	5,650
Contracted services	346	20	3,174	3,174
Supplies & materials	12,845	18,145	14,886	14,886
Travel	1,309	2,035	2,960	-
Furniture & equipment	9,102	6,761	4,095	4,095
Other objects	-	-	-	-
Total	\$ 1,404,536	\$ 1,361,862	\$ 966,255	\$ 934,950
Staffing level	20.00	18.00	13.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
5	To reduce the number of modified suspensions and expulsions related to Code of Conduct errors	Decrease of modified cases due to errors in applying the MCS Code of Conduct	4% decrease	5% decrease	6% decrease
5	To reduce the number of students who fail to attend expulsion hearings	Decrease of students who fail to attend expulsion hearing	29% decrease met	20%	25%
5	To reduce the number of days before the first level appeal is held	The average number of days first level appeals are held	5 day baseline determined in 2009	One day decrease to 4 day baseline	Two day decrease to 3 day baseline
5	To improve parent satisfaction rate of the hearing process	Percentage of parent score survey with an average score of five	10% increase met	12% Increase	12% Increase
2	Reduce waiting time	Collect waiting time data for review	Appeal hearing wait time greater than 60 minutes	60 minutes	Less than 60 minutes

Student Support (Function 1940)

The Division of Student Support's role is to coordinate the leadership functions of Athletics, Parental and Community Involvement, School Age Child Care, Supplemental Services, Extended Learning, Pupil Services, Innovative and Charter Schools (Alternative Schools), Guidance Services, Driver Education, R.O.T.C. and Student Support that will maximize the opportunities for students toward graduation of high school and beyond. Additionally, the Department provides leadership toward accomplishing the goals set by the Superintendent.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §46-6-3401

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,203,347	\$ 1,761,878	\$ 3,627,086	\$ 3,121,027
Employee benefits	134,923	496,200	1,213,984	1,004,985
Professional services	38,170	245,143	255,411	19,411
Property maintenance services	-	2,218	3,500	5,250
Contracted services	627	4,206	17,213	4,908
Supplies & materials	4,139	3,992	7,500	4,023
Travel	6,506	5,123	3,500	-
Furniture & equipment	11,740	11,271	2,500	2,343
Other objects	-	-	-	-
Total	\$ 1,399,452	\$ 2,530,031	\$ 5,130,694	\$ 4,161,947
Staffing level	7.00	4.00	139.00	107.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Support 1, 2	Increase counselor accountability for increased percentage of seniors/juniors taking ACT or SAT by April	Percentage of students taking ACT or SAT by April 2008	5,518 juniors were tested in April 2009	5% Increase	N/A
Student Support 1, 2	Increase accountability by developing Graduation Plan for all 9th grade students completing credit reviews	Percentage of 9th grade students with completed Graduation Plans	Baseline Year	5% Increase	N/A

Student Support (Function 1940) (concl'd)

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Reform Initiative 2, 4	Conduct health screening for eligible students K-9	Percentage of eligible students receiving health screening	25,113 students were screened. This is a 12% increase.	5% Increase	N/A
MCS Academic Plan & SS 1	Longitudinal graduation rate increase by 3 percent	Percentage of earned credit in Credit Recovery and Extended Year	5,322 decrease from 7,742 (31.3%)	10% Increase	N/A
MCS Academic Plan & SS 1	Longitudinal dropout rate decrease by 3 percent	Increase percentage enrollment of students eligible for Student Support Programs	8,992	10% Increase	N/A
MCS Project Achieve	Increase the number of eligible student participation in tutorial program by 100%	Number of enrollees reported by NCLB	8% increase	N/A	N/A
Reform Initiative	Reform Initiative	Percentage of students in grades 3-5 scoring advanced	Overall: 23% R/LA, 29% Math SACC students: 14% R/LA, 21% Math	N/A	N/A
Reform Initiative 1	Reform Initiative 1	Reduce the number of below proficiency by 50% grades 3-5	Overall: 4,592 R/LA, 3,685 Math SACC students: 267 R/LA, 213 Math	N/A	N/A
Student Support 1, 4	Student Support 1, 4	Number of students with 70 percent attendance rate or greater	18% increase, N = 1,610	N/A	N/A

Parent Involvement (Function 2215)

The Division of Parent Involvement is dedicated to educating parents, businesses, faith-based organizations and other community members about the goals and initiatives of the District. The Division is charged to build capacity with parents and other stakeholders and assist them in gaining more information about how to help children become successful academically and socially.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 284,634	\$ 497,134	\$ 681,611	\$ 372,324
Employee benefits	66,584	135,024	188,908	94,724
Professional services	30,963	49,879	98,700	100,865
Property maintenance services	2,078	2,581	10,000	10,000
Contracted services	587	20,400	9,550	9,550
Supplies & materials	69,083	78,609	135,000	132,835
Travel	32,555	9,086	10,180	3,180
Furniture & equipment	17,395	125,728	4,500	4,500
Other objects	9,100	6,666	500	500
Total	\$ 512,979	\$ 925,107	\$ 1,138,949	\$ 728,478
Staffing level	6.00	18.00	19.00	6.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Goal #3 - Parent & Community Involvement	To increase parent participation in PACE sponsored activities	Evaluations, School Climate Surveys	Approximately 2,500 participants	Approximately 3,289 participants	Estimated 5,000 parents trained
Goal #3 - Parent & Community Involvement Goal # 5 - Safety	Increase total number of active Watch D.O.G.S. Organizations	Actual number of Watch D.O.G.S. registered through PACE	Total number of active groups: 64	Total number of active groups: 73	Total number of active groups will reach 83

Adolescent Parenting (Function 2217)

The Adolescent Parenting Program is a school for pregnant and parenting female students in the District. A coordinated academic and vocational curriculum is offered to meet State standards required for graduation, as well as provide the knowledge and skills needed to cope with the realities of parenting and adult living. The program has on-site support services which include a full-time doctor, teen-parenting classes, a child care center, social workers, a weekly student enrichment period and an Even Start Program. Although our students are young parents, "Academic Achievement is Still Number One."

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 683,396	\$ 798,604	\$ 778,206	\$ 988,009
Employee benefits	156,854	192,713	190,063	291,434
Professional services	1,309	-	5,121	5,121
Property maintenance services	1,278	-	5,709	5,709
Contracted services	3,534	1,215	4,120	4,120
Supplies & materials	21,581	13,913	15,657	32,375
Travel	3,059	1,658	1,203	-
Furniture & equipment	12,277	889	3,755	3,755
Other objects	-	-	-	-
Total	\$ 883,288	\$ 1,008,992	\$ 1,003,834	\$ 1,330,523
Staffing level	14.00	14.60	15.00	23.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
#1 - Student Achievement	To ensure that at least 99% of APP students are proficient on Gateway English and Science tests	Spring Gateway Scores	100% proficiency on English fall Gateway test. No Biology tests were administered	100%	100%
#1 - Student Achievement	To ensure that at least 75% of APP students are proficient on Gateway math tests	Spring Gateway Scores	10% proficiency on Math fall Gateway test	75%	75%

**Family Resource Centers (Function 2223)**

Family Resource Centers are supportive resources for students and their families through a comprehensive, integrated service delivery system. This is facilitated through the utilization of collaborative, cooperative, inter-agency networks and school-linked services to promote the welfare and academic achievement of students pre-kindergarten through grade 12. Family Resource Centers (FRCs) are the primary vehicles and structural mechanisms through which resources and services to children and their families are augmented.

Educational Support Services: Teen Parenting, Parent Education and Training, Parent Summits and No Child Left Behind (NCLB) Family Specialists.

Community Education: Community Engagement, Juvenile Court, Memphis and Shelby County Health Department, Department of Children Services, Department of Human Services, Head Start, Tennessee Commission on Children and Youth, LeBonheur Center for Children and Parents, parent organizations, workshops, conferences and seminars.

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 70,858
Employee benefits	-	-	-	24,727
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	4,315
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 99,900
Staffing level	-	-	-	-

**Ida B. Wells Academy (Function 2540)**

Ida B. Wells Academy, the only Middle School of Choice within the District, is designed for sixth, seventh and eighth grade students who are experiencing academic or social setbacks in traditional classroom settings. Ida B. Wells Academy offers a learner-centered, nurturing environment where students have an opportunity to acquire the skills necessary to experience daily success.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 671,038	\$ 681,867	\$ 746,202	\$ 740,978
Employee benefits	160,590	142,884	151,774	196,811
Professional services	6,070	2,092	10,814	10,814
Property maintenance services	510	7,977	18,222	18,222
Contracted services	2,654	3,177	1,186	1,186
Supplies & materials	38,676	48,208	21,125	21,125
Travel	7,326	1,525	5,873	4,394
Furniture & equipment	36,086	20,662	34,302	34,302
Other objects	-	-	-	-
Total	\$ 922,950	\$ 908,392	\$ 989,498	\$ 1,027,832

Staffing level	15.00	15.00	15.00	15.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
IBWA Goal #1 - (MCS Goal - Student Achievement) To teach students to expand & integrate knowledge	Students apply acquired learning to develop and interpret new knowledge and skills. Students see school as an opportunity for continuous improvement and preparation for life	Formative and summative assessment data (Ex. Annual AYP and School-wide TCAP scores)	Good Standing	Good Standing	Good Standing
IBWA Goal #2 - (MCS Goal - Accountability) To teach students critical thinking & reasoning skills; provide opportunities for students to demonstrate and extend their knowledge.	Students evaluate, analyze, compute and infer information to solve real-world problems. Students demonstrate the use of prior knowledge and skills to create new products and performances	Formative and summative assessment data (Ex. Annual AYP and School-wide TCAP scores) Evaluation and feedback of Data-Analysis school-wide processes (Ex. Weekly Assessment Performance, Weekly Test-N-Talk sessions, Data Meetings, Peer Cluster Group Discussions)	Good Standing	Good Standing	Good Standing

Ida B. Wells Academy (Function 2540) (concl'd)

Goals, Objectives & Measures (concl'd)

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
IBWA Goal #3 - (MCS Goals - Safety, Discipline & Diversity) To teach students to assuming personal & social responsibility	Students process situations and make appropriate choices. Students accept responsibility for the choices they make	Formative & summative social data (Ex; Attendance and Discipline data) Periodic Agenda Book Checks; Feedback from Peer Mediation data; School-wide Incentive participation increases	75% of student population experienced no Level 3-5 offenses	85% of student population will not experience Level 3-5 offenses	95% of student population will not experience Level 3-5 offenses
IBWA Goal #4 - (MCS Goal - Parent/Community Involvement) To build collaborative, sustained relationships with parents & community	Academy will share operating strategies, academic and social goals and provide ongoing support through dialogue to parents, community and additional stakeholders	Evaluation data from monthly Parent Power meetings, Adopt-A-School Meetings and Site-Based Council feedback	Exemplary	Exemplary	Exemplary

Alternative Administration (Function 2543)

The Division of Alternative Administration provides system-wide leadership and instructional support to elementary schools, middle schools and high schools for at-risk students that need a smaller learning environment to succeed. It helps support students in the following program areas: MCS Prep Academies, Adolescent Parenting Program, Success Schools, Alternative Schools and Student Transition Services (expelled and incarcerated youth). These are a compilation of strategies and programs designed to provide appropriate innovative learning experiences for at-risk students. Support staff personnel are included in this function and actively engaged in duties that will provide for a successful operation of all functions maintained under Innovative and Charter Schools.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ 423,959	\$ 582,479
Employee benefits	-	-	118,273	150,443
Professional services	-	-	-	-
Property maintenance services	-	-	20,000	14,000
Contracted services	-	-	-	-
Supplies & materials	-	-	140,000	84,000
Travel	-	-	3,500	-
Furniture & equipment	-	-	10,000	5,000
Other objects	-	-	-	-
Total	\$ -	\$ -	\$ 715,732	\$ 835,922
Staffing level	-	-	7.00	9.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1, 5	Reduce the number of expelled students who do not attend innovative school/program	10% decrease of students expelled that did not attend an innovative school (Transition, Success or MCS Prep)	Reduced from 620 students to 424 (31.6% decrease)	15% decrease	15% decrease
1, 5	To successfully transition students from incarcerated facilities or expelled success schools students to a traditional school	Percentage of students that transition to a traditional school and remain	Baseline Year 1,377 students transitioned, 107 students returned (7.8%)	50% decrease	50% decrease
1, 5	To expand capacity of innovative school	Increase the number of seats for students K-12 in innovative schools	Increased by 825 seats	N/A	Increase by 250 seats
1, 5	Reduce the number of repeat expelled students for gang-related offenses who attended an innovative school	Percentage of students expelled for gang-related incidents that return to innovative schools	Baseline Year 64 students with gang offenses attended with 14 students returned (21.9%)	50% decrease	50% decrease

**Special Initiative and Student Engagement (Function 2555)**

The Special Initiative and Student Engagement budget is responsible for the Student Support Services intervention programs. Funds for this Division are used to support the District in efforts to reduce overage for grades and to increase graduation rates and student engagement. Additionally, this Division includes programs such as MCS eSchool (credit recovery, eLearning, extended year), After-School Memphis, Memphis Urban Debate League as well as support for the Gear-Up Grant, Summer School and Extended Contract.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Policy 4.209

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,231,732	\$ 1,056,746	\$ 943,517	\$ 741,528
Employee benefits	257,363	213,787	115,628	157,238
Professional services	311,190	103,386	383,000	346,827
Property maintenance services	405,239	-	4,350	4,350
Contracted services	5,690	12,971	41,521	22,678
Supplies & materials	452,107	619,239	53,000	44,322
Travel	58,149	30,072	24,700	3,895
Furniture & equipment	86,578	36,327	4,500	2,250
Other objects	1,015	-	-	-
Total	\$ 2,809,063	\$ 2,072,528	\$ 1,570,216	\$ 1,323,088
Staffing level	14.00	14.00	7.00	7.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
1	All students grades 8-12 to take an online course	25% increase in the number of students who take an online course	N/A	N/A	N/A
1	All students grades 8-12 to earn one or more credits in an online course	25% increase in the number of students who take an online course	N/A	N/A	N/A

**SFSF Safe & Drug Free Schools (Function 2852)**

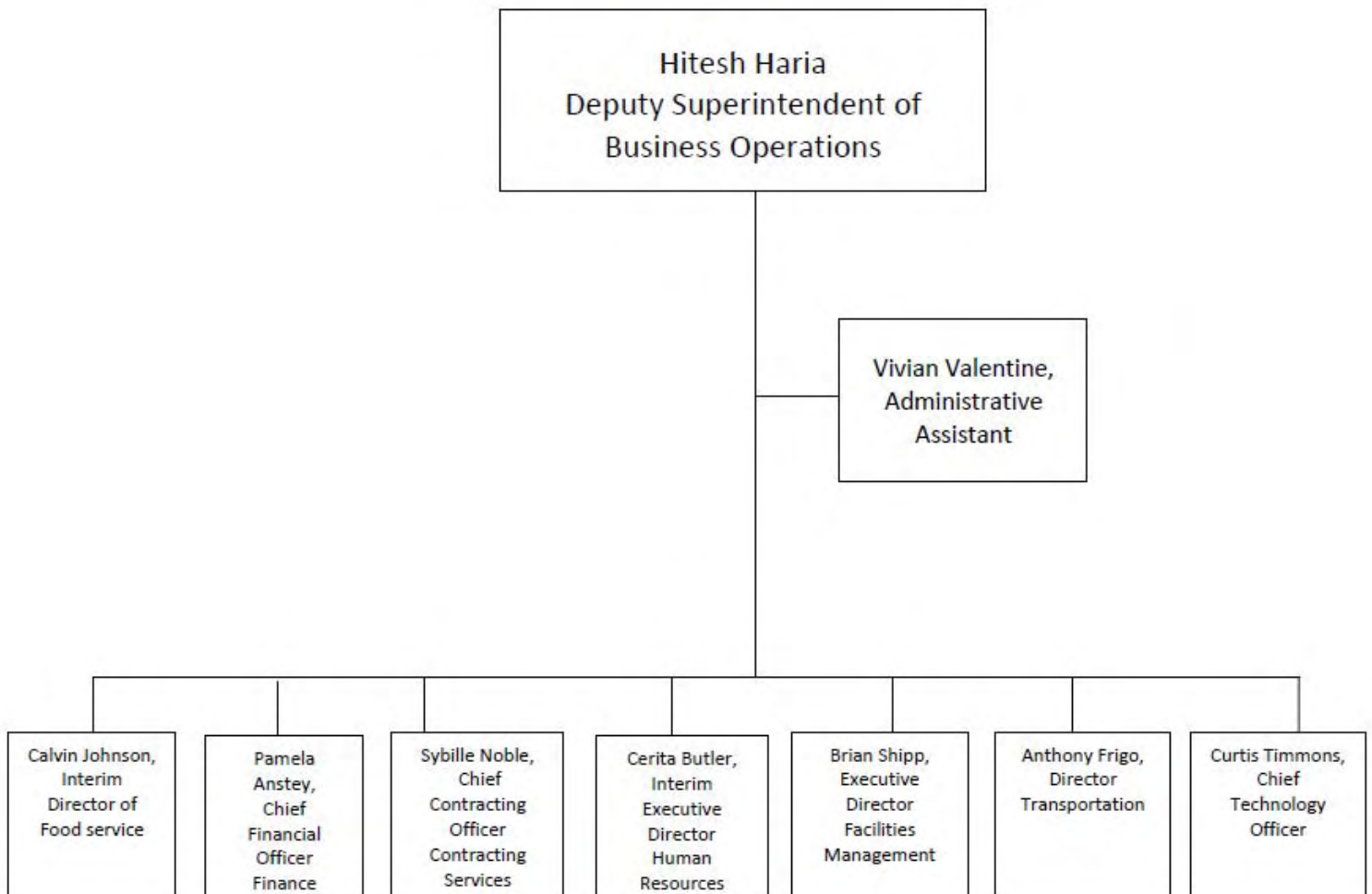
The Blue Ribbon Behavior Initiative, launched in 2004, is Memphis City Schools' comprehensive plan for identifying problems related to student behavior and developing strategies for solving those problems. Positive Behavior Intervention and Supports (PBIS) has been the underlying process of the Blue Ribbon Initiative to document needs and use data-based problem-solving to develop interventions at universal, secondary and tertiary levels. Because of conflicting perceptions and attitudes throughout the community about the Blue Ribbon Initiative, the District is now referring to most prevention and targeted intervention efforts in the language of PBIS.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 229,164
Employee benefits	-	-	-	52,506
Professional services	-	-	-	98,253
Property maintenance services	-	-	-	4,000
Contracted services	-	-	-	17,000
Supplies & materials	-	-	-	115,252
Travel	-	-	-	-
Furniture & equipment	-	-	-	6,600
Other objects	-	-	-	23,125
Total	\$ -	\$ -	\$ -	\$ 545,900
Staffing level	-	-	-	-



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BUSINESS OPERATIONS*Hitesh Haria, Deputy Superintendent*

**Business Operations (Function 2600)**

The Deputy Superintendent will be responsible for providing direct support and assistance to the Superintendent in the performance of the roles and responsibilities necessary to affect Facilities Maintenance, Facilities Support, Custodial and Ground Operations, Transportation Services, Nutrition Services, EEOC/Equity and Contracts Management, Capital Planning, Finance, Human Resources and Information Technology.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 145,600	-	\$ 270,506	\$ 247,801
Employee benefits	44,439	-	64,136	53,231
Professional services	20,307	-	9,027	9,027
Property maintenance services	-	-	282	282
Contracted services	1,766	-	8,214	8,214
Supplies & materials	1,284	-	16,422	16,422
Travel	40	-	12,283	-
Furniture & equipment	985	-	23,000	23,000
Other objects	-	-	350	350
Total	\$ 214,421	\$ -	\$ 404,220	\$ 358,327
Staffing level	0.50	-	3.00	2.00

Regular Transportation (Function 2990)

The Regular Transportation Division is responsible for ensuring safe, efficient bus transportation is provided for eligible students to and from school and for students who use District-provided bus transportation to participate in extracurricular activities such as athletics, band, ROTC and Junior Achievement functions. The Division monitors transportation service providers to ensure compliance with applicable State and Federal regulations pertinent to the operation of school buses. The Division strives to provide legendary customer service to students, parents and school staff.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 335,030	\$ 350,513	\$ 371,125	\$ 461,586
Employee benefits	76,762	67,663	86,767	124,908
Professional services	16,927	35,000	12,081	14,500
Property maintenance services	6,848	11,575	10,090	23,090
Contracted services	9,819,828	12,054,147	7,855,184	8,056,711
Supplies & materials	9,379	6,837	6,400	7,500
Travel	4,883	1,886	6,710	-
Furniture & equipment	15,537	5,138	2,000	4,750
Other objects	106	-	-	-
Total	\$ 10,285,300	\$ 12,532,759	\$ 8,350,357	\$ 8,693,045
Staffing level	9.50	8.30	10.00	5.30

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
2 - Accountability	To improve stakeholder satisfaction with services provided	Number of complaints/compliments recorded; customer satisfaction surveys	N/A	Establish baseline	Increase in satisfaction ratings as compared to baseline

**Exceptional Children Transportation (Function 2995)**

The Office of Exceptional Children Transportation is responsible for ensuring safe, efficient bus transportation is provided for eligible students to and from school. The Office monitors transportation service providers to ensure compliance with applicable State and Federal regulations pertinent to the operation of school buses. Eligible students for home-to-school and school-to-home transport include students with special needs who the Division of Exceptional Children has designated as needing school bus transportation to meet their Individualized Education Programs (IEPs). The Office strives to provide legendary customer service to students, parents and school staff.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ 339,720
Employee benefits	-	-	-	96,083
Professional services	-	-	-	-
Property maintenance services	-	-	1,000	-
Contracted services	12,381,634	11,062,738	7,013,740	7,211,740
Supplies & materials	13,584	9,699	2,700	2,700
Travel	-	-	-	-
Furniture & equipment	49	-	-	1,000
Other objects	-	-	-	-
Total	\$ 12,395,267	\$ 11,072,437	\$ 7,017,440	\$ 7,651,243
Staffing level	-	-	-	5.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
2 - Accountability	To improve stakeholder satisfaction with services provided	Number of complaints/compliments recorded; customer satisfaction surveys	N/A	Establish baseline	Increase in satisfaction ratings as compared to baseline

CONTRACTING SERVICES

Sybilie Noble, Chief Contracting Officer

MISSION STATEMENT:

The Department's mission is to reduce costs, improve accountability and ensure policy and legal compliance within the District by implementing appropriate policies, procedures, strategies and technology to: (1) purchase goods and services at the lowest possible cost, (2) provide visibility into practices to achieve the Department's objectives, (3) contract with companies and individuals with the highest level of ethical standards to provide the most cost-effective services to the District, (4) deploy systems that support accountability, efficiency and cost savings and (5) monitor compliance with all laws and Board policies related to the services provided by the Department. The overriding objective for each division of this Department in fiscal year 2010-11 is to deploy technology that will facilitate the accomplishment of the mission.

Procurement Services: To achieve the most impactful bottom line effect in Procurement Services, our buyers must be able to identify high dollar volume purchases within the District and implement strategies to reduce the cost to the District in purchasing these items. There have been three major impediments to strategic sourcing to date: (1) the volume of purchase orders for small dollar items that consume a buyer's time (volume of transactions) and, thereby limits the time for analysis; (2) the limited visibility into the purchasing transactions due to the current system and practices; and (3) the lack of training and paucity of professional development for our buyers. We have factored these impediments into our needs. We intend to tackle the volume of purchase orders with a two-prong approach. We will employ strategies to increase the utilization of the eProcurement system. Currently, only about 30 percent of all requisitions are entered via eProcurement. Processing manual requisitions requires more time from each buyer. Also, we are proposing a revision to the procurement policy that will eliminate the requirement of approximately 9,000 purchase orders (approximately one-third) of those required today.

To further improve on our efficiencies in procurement, we have asked for a vacant position to implement a purchase card (P-Card) program if approved. We are not asking to fund the position as any implementation of a P-Card program must be self-funding.

Until MCS implements a new Enterprise Resource Planning (ERP) system, the Department will still have limited visibility into the system, and the time freed up from the buyers' processing of small dollar purchases will be utilized to run more reports to analyze purchasing data for potential savings.

Finally, the buyers have had little or no professional development opportunities for several years. Therefore, the budget for fiscal year 2010-11 reflects an increase to make the investment in their professional development. They must be permitted to attend State, regional and National meetings to stay apprised of trends and opportunities. The Department anticipates the need to contract with some subject matter experts to achieve the maximum success from a strategic sourcing initiative.

Contract Services: To date, the operations of this Division are very paper intensive and laborious. The process is not well understood and the approvals are time-consuming. To achieve compliance with the new policy on Contract Requirements, we need to implement technology that facilitates approvals on a timely basis. The current Contracts database has the functionality, but it has not been implemented. We estimate the cost to implement the electronic routing and approval functionality is approximately \$35,000 in fiscal year 2010-11. This cost will drop to \$30,000 each year thereafter until an ERP (electronic approval and routing) system with this functionality is implemented.

**CONTRACTING SERVICES (concl'd)**

Nutrition Services: This Division operates an antiquated point of sale system that gives it reduced visibility into food losses and operational inefficiencies that could be addressed by management and operational changes. Modern systems have this capability. A request for proposal was issued this year to address the technology issue. Therefore the objective of the Division in fiscal year 2010-11 is the implementation of the selected technology. All savings from this initiative will go towards modernizing cafeterias, installing vending machines and enhancing food choices. All these changes will improve the participation rate and, thereby, enhance the nutritional health and learning environment of the District's school children. All technology enhancements in the division will be funded by Fund 5 and have no impact on Fund 1. However, resources will be required from Information Technology to assist in the implementation.

Contract Services & Supplier Diversity (Function 2113)

The Division of Contract Services & Supplier Diversity will plan, organize, manage and develop District-wide contract processes; prepare, draft, supervise and negotiate contracts for professional and non-professional services, construction and commodities; and serve as a resource for all contracting activities. Additionally, this office will administer the District's Supplier Diversity Program. Specifically, the Division of Contract Services & Supplier Diversity will develop, coordinate and implement an effective program placing responsibility for objectives and accomplishments at all schools and division levels throughout the District to increase the purchase of goods and services from minority-owned, women-owned and local small businesses.

Legally Mandated/Required Curriculum: No

Legal Reference or Statute: Contracts and Evidence Laws

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 189,202	\$ 322,210	\$ 216,552	\$ 339,678
Employee benefits	49,408	82,598	56,010	90,225
Professional services	93,550	19,009	49,000	19,000
Property maintenance services	492	89	4,928	4,928
Contracted services	13,850	6,722	14,210	14,210
Supplies & materials	7,425	21,205	22,989	22,989
Travel	4,278	4,452	7,763	2,213
Furniture & equipment	11,967	12,210	16,900	5,563
Other objects	35,650	34,712	42,000	36,437
Total	\$ 405,822	\$ 503,207	\$ 430,352	\$ 535,243

Staffing level	7.00	5.00	5.00	5.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide timely processing of contracts	To establish contract processing turnaround time and process to measure compliance	Percentage of contracts processed and executed within 30 days and 90 days	50% or more of all contracts negotiated and executed within 30 days (no Board approval required). 90% of all contracts negotiated and executed within 90 days	70% or more of all contracts negotiated and executed within 30 days (no Board approval required). 93% of all contracts negotiated and executed within 90 days	75% or more of all contracts negotiated and executed within 30 days (no Board approval required). 95% of all contracts negotiated and executed within 90 days
To provide efficient and accurate processing of contracts	To increase utilization of MCS contract templates	Percentage of contracts on MCS forms	55% of all contracts negotiated on MCS forms	65% of all contracts negotiated on MCS forms	70% of all contracts negotiated on MCS forms
To create an efficient and electronic process to create, review and approve contracts	To utilize software solution to implement electronic workflow for contract approvals and contract creation	Percentage of contracts processed electronically	Currently not implemented. Will require fiscal investment 0%	50% of contracts processed electronically	75% of contracts processed electronically

Office of the Chief Contracting Officer (Function 2719)

This Division is responsible for the management of procurement and contracting services of the District, as well as the provision of food services to the District's children through its Division of Nutrition Services. As part of the procurement process, the Department administers the District's Supplier Diversity program. This Department is responsible for giving direction to, and implementing policies and procedures for, compliance with all State and Federal laws and regulations dealing with procurement, contracts, school nutrition and supplier diversity within a State of Tennessee chartered school district.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-203 and State laws related to contracts and the USDA School Nutrition Program

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 98,652	\$ 190,003	\$ 192,580	\$ 197,996
Employee benefits	23,231	43,942	43,466	46,349
Professional services	13,630	4,573	6,500	4,500
Property maintenance services	3,478	-	-	4,800
Contracted services	980	650	500	2,000
Supplies & materials	1,974	2,395	1,500	3,250
Travel	809	-	2,500	-
Furniture & equipment	660	-	7,000	-
Other objects	-	-	500	500
Total	\$ 143,414	\$ 241,563	\$ 254,546	\$ 259,395

Staffing level	2.00	2.00	2.00	2.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Reduce cycle time in contracts	Establish turnaround time measurement for contract review and execution	Compliance with established turnaround time	No turnaround time established or measured	Measure turnaround time of all contracts (100%). Obtain 70% compliance with established turnaround time	Obtain 90% compliance with established turnaround times
Reduce cycle time for issuance of purchase orders	Increase utilization of eProcurement.	Percentage increase in use of eProcurement as measured by the number of eProcurement requisitions divided by the number of all requisitions	30%	55%	80%
Improve accountability in Division of Nutrition Services	Implement technology to provide detailed reporting of the operation	Percentage implementation of new hardware and software	0%	80% implementation	100% implementation

Procurement Services (Function 2720)

The Division of Procurement Services purchases all supplies, materials and services for the District at the lowest and best cost. Procurement Services objectives include: strategically sourcing major purchases of goods, services and materials; analyzing requisitions for policy compliance; issuing all District purchase orders; maintaining vendor database of 40,000 plus vendors; leveraging District-wide discounts on large volume purchases; working with the Office of Supplier Diversity in the development of Minority and Disadvantage Women Business Enterprises (M/DWBEs) for the District; and working with community partners (Head Start, Parent Organizations, Mid-South Minority Business Council (MMBC), etc).

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-2-203 and Federal and Local Grants

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 554,575	\$ 542,899	\$ 611,172	\$ 639,308
Employee benefits	147,792	141,102	164,450	167,993
Professional services	9,777	-	7,000	19,000
Property maintenance services	1,000	6,672	5,472	6,236
Contracted services	146,073	62,914	146,800	64,974
Supplies & materials	62,411	16,871	19,000	19,000
Travel	1,078	204	3,155	1,150
Furniture & equipment	8,950	2,532	10,631	-
Other objects	-	-	-	-
Total	\$ 931,656	\$ 773,194	\$ 967,680	\$ 917,661
Staffing level	12.00	12.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Accountability	Reduce cycle time, to process purchase orders and delivery of products to customers for items not requiring a bid	PO process time 2 days for catalog items, 3 days for special orders not requiring a bid	50%	65%	80%
	Increase percentage of requisitions entered via e-Procurement	Actual percentage calculated on weekly basis	30%	55%	80%
	Increase number of vendors that contribute to District's strategic goals	Actual number of committed vendors	1	5	20



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FACILITIES MANAGEMENT

Brian Shipp, Executive Director

MISSION STATEMENT:

It is the mission of the Division of Facilities Management to provide the highest quality, best maintained and most reliable environmental conditions and facilities services conducive to supporting the District.

STRATEGIC GOALS:

The Division of Facilities Management is charged with ensuring that the planning, design, construction, operation and maintenance of 19 million square feet of building space, 7,000 plus classrooms and over 2,000 acres of land are maintained. The Department has experienced budget cuts averaging \$3,659,195 over the past three years, with the largest cut coming in fiscal year 2008-09. We have endured personnel cuts of approximately 350 people over the past 5 years, with the greatest cut being 250 people in custodial. With approximately \$1 million of general maintenance items (including door closures, toilets and locks) and a sundry of miscellaneous repairs, the Department's goal is to provide a safe, healthy, secure and aesthetically pleasing environment for learning.

ISSUES & TRENDS:

The executive leadership of the Division of Facilities Management is continually developing new procedures, rearranging critical staff and improving staff training in order to successfully meet the District's growing needs. This Division is also continually looking at ways to maximize the use of dollars and manpower. We have, in the past five years, reduced the dependency on outside vendors and contractors who provide goods and services to the District. By doing these reductions, we were able to maintain a high level of work order completion. Through the streamlining of certain departments, we have been able to support the District's incentives by providing manpower and materials. The Department takes pride in stating that over the past four years, an average of 98 percent of classroom cooling has been provided for the first two months of school. To maximize manpower to support schools with minimal disruption to the instructional process, we implemented alternate-shift work for painting, multiple carpentry repairs and ceiling replacements. Through adding key staff and cutting in other areas, we reduced the use for contractor-installed mechanical equipment by 75 percent. Our in-house mechanical and specialty maintenance crews handle the bulk of small heating, ventilation and air conditioning (HVAC) replacements and small construction jobs.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

The data shows us that over the past few years, the total number of work orders has maintained, on average, at about 57,000 work orders per year, with the work crafts completing an average of 91 percent of the craft work orders. This averages out to 33,500 work orders per year for Zone Maintenance at a cost of \$3,268,084. Looking at this trend, if our budgets are not restored to a minimum of what is needed, the percentage of work completions will decrease. The data also indicates that during the past four years, we averaged \$80 per craft work order. We have made improvements to our processes and personnel to allow better utilization of budgeted dollars. We have now reached the point where we have exhausted all known possible cost-saving practices. To avoid additional building deterioration and maintenance failures, the Department is stressing the importance of restoring some dollars back to the Zone Maintenance budget.

**FACILITIES MANAGEMENT (concl'd)****FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:**

According to the data tracked from our facilities, increases in our budget are justified to perform the work required. Within a cost of \$95.13 per work order, our annual amount of spending per school for maintenance is \$3,186,804, as indicated in the proposed budget. We understand the need for cost management; therefore, to reduce spending, the Department is in the process of implementing recycling and energy savings programs.

Facility Support Center (Function 2808)

The Facility Support Center Division provides administration to the Facilities Management Division and the Operations Call Center. These activities include payroll preparation, inventory, clerical and secretarial support, data entry and management oversight of Division responsibilities. This function will process approximately 25,000 work orders, prepare 15,000 requisitions and maintain an inventory of 12,000 stock items.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 936,775	\$ 1,112,259	\$ 1,044,977	\$ 797,232
Employee benefits	259,018	305,249	290,017	248,798
Professional services	54,039	58,890	86,000	55,000
Property maintenance services	48,501	33,484	54,407	107,100
Contracted services	70,559	27,155	24,400	25,000
Supplies & materials	171,014	111,035	87,620	60,000
Travel	4,370	-	7,950	-
Furniture & equipment	32,843	14,913	31,000	30,000
Other objects	187	1,497	1,800	-
Total	\$ 1,577,306	\$ 1,664,482	\$ 1,628,171	\$ 1,323,130
Staffing level	27.00	28.00	24.00	20.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide excellent internal customer service Maintain records and ensure purchase orders are processed	For all purchases orders and requisitions to be processed timely	All purchases should be processed timely and documents properly filed and maintained	N/A	100%	100%

**Custodial Services (Function 2811)**

Custodial Services includes sanitation services, preventive maintenance, building security, building safety and the operation of mechanical building equipment such as low-pressure boilers, air handling units and chillers for air conditioning.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 32,230,759	\$ 30,952,998	\$ 28,605,858	\$ 29,674,387
Employee benefits	10,799,979	10,443,365	9,187,718	9,855,585
Professional services	115,459	20,512	98,500	68,500
Property maintenance services	761,569	873,923	398,408	573,408
Contracted services	6,125	5,162	46,000	46,000
Supplies & materials	2,204,184	1,508,114	1,119,542	1,104,542
Travel	28,909	10,633	29,700	16,500
Furniture & equipment	676,076	261,258	149,838	149,838
Other objects	-	-	-	-
Total	\$ 46,823,060	\$ 44,075,965	\$ 39,635,564	\$ 41,488,760
Staffing level	1,154.00	1,093.00	1,009.40	1,016.88

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
All schools and facilities are to be well maintained, clean and comfortable	To provide custodial services to all District facilities	All schools and facilities cleaned daily by staff according to custodial guidelines	N/A	95%	95%

Public Utilities (Function 2812)

Energy management is an education issue that directly affects the classroom. Energy costs, if not controlled, will increase at a very high rate. The District has been experiencing a gradual increase in consumption due to additional air conditioning programs, rising utility rates and increased technology. For fiscal year 2010-11, this will continue as new schools come online and existing schools are remodeled. Future reductions will be possible as more energy efficiency programs are introduced and practiced throughout the District. These programs promote energy conservation and needed support for our students. However, energy costs may rise due to increases in security lighting and computer workstations, special before- and after-school usage and as additional summer school programs are implemented.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	170,022	129,715	655,182	260,000
Property maintenance services	24,900,358	27,851,992	29,230,616	29,453,939
Contracted services	8,427	51,554	3,000	-
Supplies & materials	13,979	11,061	5,000	5,000
Travel	79	343	-	5,000
Furniture & equipment	10,204	9,923	-	3,000
Other objects	-	-	-	-
Total	\$ 25,103,069	\$ 28,054,588	\$ 29,893,798	\$ 29,726,939

Staffing level	-	-	-	-
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
All District schools and facilities' utilities are paid in this function	To provide comfortable temperatures for all District schools and facilities. Also to process utility payments timely		N/A	100%	100%

**Fire Safety (Function 2814)**

The District must meet compliance with all inspections mandated by Code Enforcement. Annual Life Safety inspections are required for fire extinguishers, generators, fire alarms and kitchen systems. In addition, fire extinguishers, fire alarms and kitchen systems require periodic servicing.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: NFPA (National Fire Protection Agency) 101 and 2003 IBC (International Building Code)

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 58,565	\$ 73,520	\$ 113,524	\$ 119,284
Employee benefits	14,221	18,645	32,608	35,289
Professional services	440,642	418,597	440,866	759,781
Property maintenance services	425,068	291,980	250,000	-
Contracted services	150	-	-	-
Supplies & materials	6,791	15,742	14,848	3,300
Travel	1,209	-	1,000	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	5,000
Total	\$ 946,646	\$ 818,484	\$ 852,846	\$ 922,654
Staffing level	1.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
The District must meet compliance with all inspections mandated by Code Enforcement	To be in compliance with all inspections mandated by Code Enforcement	Must be 100% in compliance to avoid fines and possible removal from properties	N/A	100%	100%

**Facility Support Maintenance (Function 2922)**

This function performs all in-house facility repairs for locksmith work, shade making, regulatory compliance, roofing, asbestos testing/removal/containment, interfaces with regulatory organizations and major floor covering projects not funded by capital funds.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,321,075	\$ 1,413,264	\$ 1,471,463	\$ 1,530,661
Employee benefits	416,137	451,743	466,048	514,142
Professional services	91,855	107,690	50,107	140,000
Property maintenance services	8,944	10,640	88,100	47,631
Contracted services	61	922	2,000	-
Supplies & materials	237,610	123,439	59,946	116,016
Travel	1,612	42	4,984	-
Furniture & equipment	1,088	3,190	610	2,500
Other objects	130	790	400	-
Total	\$ 2,078,512	\$ 2,111,720	\$ 2,143,658	\$ 2,350,950
Staffing level	34.00	34.00	33.00	33.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide services such as locksmith work, making shades, asbestos testing/removal, and roofing	To ensure all crafts perform necessary work to ensure safety for all District facilities	All services should be performed timely to ensure safety	N/A	100%	100%

**Facility Improvement (Function 2923)**

This function coordinated all major maintenance contract projects at Board facilities including planning, review, inspection and acceptance. It developed specifications for each project and monitored compliance. This function also provided in-house drafting services for facility improvement and other maintenance departments. This Division also coordinated all capital funds allocated to maintenance.

This function is no longer used due to the District's restructuring of functions; several functions were combined.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 671,742	\$ -	\$ -	\$ -
Employee benefits	207,557	-	-	-
Professional services	244,980	(1)	-	-
Property maintenance services	8,932	-	-	-
Contracted services	50	-	-	-
Supplies & materials	35,730	(1)	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 1,168,991	\$ (2)	\$ -	\$.
Staffing level	12.00	-	-	-

**HVAC Maintenance (Function 2929)**

The HVAC Maintenance Division provides preventive maintenance and minor repairs, coil cleaning and filter changes District-wide. The in-house workforce performs all filter changes that the school building engineers cannot change. Energy Management works with this function and maintains the building automation systems in all of the schools that have the controls.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,338,987	\$ 1,218,107	\$ 1,273,640	\$ 1,353,145
Employee benefits	401,831	367,497	390,314	439,496
Professional services	789,955	165,627	395,471	45,000
Property maintenance services	197,134	78,179	86,395	457,611
Contracted services	305	166	-	500
Supplies & materials	725,267	236,584	131,245	110,000
Travel	-	-	-	-
Furniture & equipment	267,239	7,885	-	-
Other objects	19,732	113,786	15,000	15,000
Total	\$ 3,740,450	\$ 2,187,831	\$ 2,292,065	\$ 2,420,752
Staffing level	33.00	30.00	30.00	32.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
100% completion on HVAC preventive maintenance (ex. Changing filters based on a schedule/rotation)			Met Goal	100%	100%

Other Grounds Services (Function 2935)

The Division of Other Grounds Services provides the following services: grass-cutting and trimming, fertilization, herbicides, sodding, seeding, erosion control and drainage repairs. Other Grounds Services also does tree pruning, large tree removal, small tree and stump removal, mulching, landscape renovations, debris removal, furniture relocation, playground equipment inspection, stadium field assistance, all pest control services and repairs grounds equipment.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,642,938	\$ 1,626,480	\$ 1,458,943	\$ 1,513,850
Employee benefits	545,648	554,241	529,270	563,158
Professional services	55,004	8,318	16,450	167,892
Property maintenance services	5,395	20,633	41,661	41,661
Contracted services	228,427	176,851	115,272	115,272
Supplies & materials	315,274	265,872	227,559	225,889
Travel	-	-	1,650	-
Furniture & equipment	93,505	7,697	46,216	87,500
Other objects	205	-	-	-
Total	\$ 2,886,396	\$ 2,660,092	\$ 2,437,021	\$ 2,715,222
Staffing level	57.00	57.00	49.00	50.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide proper landscaping for all District properties	To ensure all District properties are well maintained	All District grounds should be properly maintained to enhance the outside appearance	N/A	100%	100%

Specialty Maintenance (Function 2941)

The Specialty Maintenance Division maintains all Board properties such as parking lots, sidewalks and curbs. This function is also responsible for erosion control, drainage repairs and additions, landscape construction projects, post and cable repair/replacement, renovations, debris removal, playground inspections/repair/replacement support and stadium and field assistance. This function also handles all concrete and asphalt repairs.

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 626,811	\$ 822,911	\$ 677,235	\$ 641,563
Employee benefits	216,886	264,841	213,187	213,593
Professional services	60,534	44,504	20,000	26,500
Property maintenance services	46,982	11,325	42,636	47,698
Contracted services	156	-	22,328	-
Supplies & materials	231,990	98,476	123,922	107,422
Travel	-	-	3,270	-
Furniture & equipment	150,760	811	2,664	23,200
Other objects	511	828	-	-
Total	<u>\$ 1,334,630</u>	<u>\$ 1,243,696</u>	<u>\$ 1,105,242</u>	<u>\$ 1,059,976</u>
Staffing level	26.00	26.00	21.00	19.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To properly maintain all District properties' parking lots, landscaping and playgrounds	To perform necessary repairs to exterior areas of all District facilities	All District parking lots, sidewalks and playgrounds must be well maintained for safety and proper appearance	N/A	100%	100%

General Zone Maintenance (Function 2942)

The General Zone Maintenance Division is responsible for the repairs and maintenance for approximately 209 sites including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This Division provides overall management for the masters of each craft: electrical, plumbing, gas and mechanical. In addition, this function supports the Executive Director of Facility Management, Coordinator, Special Project Supervisor, Administrative Secretary, special project painters (responds to all graffiti calls, all calligraphy requests and all large painting projects) plasterers and brick masons.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,785,552	\$ 1,898,501	\$ 1,984,109	\$ 1,363,214
Employee benefits	518,210	540,390	560,442	382,177
Professional services	17,669	132,525	50,000	50,000
Property maintenance services	77,146	19,512	20,000	20,000
Contracted services	377	15,930	18,000	18,000
Supplies & materials	136,897	234,947	112,840	102,400
Travel	1,665	30	3,180	3,000
Furniture & equipment	19,531	41,186	5,750	5,750
Other objects	3,694	4,982	3,500	3,500
Total	\$ 2,560,741	\$ 2,888,003	\$ 2,757,821	\$ 1,948,041
Staffing level	37.00	37.00	39.00	24.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide expertise and service for gas, electrical and plumbing crafts	To ensure all plumbing, electrical and gas repairs are performed according to regulations and code	All repairs should be performed timely and approved by Masters when necessary	N/A	100%	100%

**Zone 1 Maintenance (Function 2943)**

This function provided routine repairs and maintenance for schools sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responded to all emergency calls, as well as planned maintenance activities for a combination of 73 schools, stadiums and administrative facilities.

This function is no longer used due to the District's restructuring of functions; several functions were combined.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,671,506	\$ 1,495,140	\$ 1,590,497	\$ -
Employee benefits	481,179	424,945	485,619	-
Professional services	259,648	101,346	204,238	-
Property maintenance services	24,701	7,145	31,391	-
Contracted services	179,019	302	-	-
Supplies & materials	722,354	617,839	404,445	-
Travel	-	-	-	-
Furniture & equipment	44,131	2,201	5,106	-
Other objects	1,593	1,968	1,000	-
Total	\$ 3,384,131	\$ 2,650,886	\$ 2,722,296	\$ -
Staffing level	34.00	33.50	31.50	-

**Zone 2 Maintenance (Function 2944)**

This function provides routine repairs and maintenance for schools sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as planned maintenance activities for a combination of 78 schools, stadiums and administrative facilities.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,646,905	\$ 1,652,028	\$ 1,601,715	\$ 1,899,128
Employee benefits	483,179	480,488	472,257	604,820
Professional services	234,823	132,087	253,344	178,344
Property maintenance services	31,611	33,928	42,244	60,000
Contracted services	67,645	322	-	-
Supplies & materials	655,913	456,350	352,477	571,252
Travel	-	-	-	-
Furniture & equipment	22,512	7,521	5,471	7,000
Other objects	1,526	1,835	1,000	2,000
Total	\$ 3,144,114	\$ 2,764,559	\$ 2,728,508	\$ 3,322,544
Staffing level	33.00	30.50	30.50	35.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
50% complete on work orders' backlog	To be 50% complete on the work orders' backlog		Met goal	60%	50%

**Zone 3 Maintenance (Function 2945)**

This function provides routine repairs and maintenance for school sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as planned maintenance activities for a combination of 73 schools, stadiums and administrative facilities.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,639,174	\$ 1,537,305	\$ 1,633,959	\$ 1,977,262
Employee benefits	487,035	463,119	506,632	636,407
Professional services	392,031	130,094	196,215	179,838
Property maintenance services	71,956	20,561	25,120	14,838
Contracted services	31,069	989	1,000	-
Supplies & materials	621,939	565,186	372,874	580,226
Travel	-	-	-	-
Furniture & equipment	5,878	11,043	2,133	2,500
Other objects	2,901	1,999	1,000	5,000
Total	\$ 3,251,983	\$ 2,730,296	\$ 2,738,933	\$ 3,396,071

Staffing level	34.00	32.50	30.50	37.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
50% complete on work orders' backlog	To be 50% complete on the work orders' backlog		Met goal	62%	50%

**Zone 4 Maintenance (Function 2946)**

This function provides routine repairs and maintenance for school sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls as well as planned maintenance activities for 74 locations, including schools, stadiums and administrative facilities.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,610,334	\$ 1,647,455	\$ 1,645,109	\$ 1,830,822
Employee benefits	483,829	486,865	491,264	577,546
Professional services	292,073	150,460	180,756	135,761
Property maintenance services	46,824	34,010	109,244	68,000
Contracted services	46,195	328	-	2,500
Supplies & materials	651,937	532,004	359,312	603,637
Travel	-	-	-	-
Furniture & equipment	30,328	19,292	4,500	6,000
Other objects	1,580	1,983	1,000	2,974
Total	\$ 3,163,100	\$ 2,872,397	\$ 2,791,185	\$ 3,227,240
Staffing level	33.00	31.50	31.50	34.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
50% complete on work orders' backlog	To be 50% complete on the work orders' backlog		Met goal	60%	50%

**Vehicle Repair (Function 2951)**

The Vehicle Repair Division provides the services for repairing a fleet of over 500 road vehicles including other rolling stock such as earth moving equipment and tractors. They also provide services such as towing, tire repairs, City inspections, greasing, lubrication and major repairs to vehicles. The fleet includes various auto makers, models and sizes to include cars, trucks and heavy equipment.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 326,874	\$ 333,545	\$ 334,072	\$ 341,131
Employee benefits	106,004	108,939	106,972	116,442
Professional services	76,866	57,042	14,500	50,000
Property maintenance services	115,194	36,836	48,090	35,000
Contracted services	3,640	378	-	-
Supplies & materials	147,727	169,356	158,228	132,818
Travel	-	-	-	-
Furniture & equipment	801,115	9,371	-	3,000
Other objects	-	-	-	-
Total	\$ 1,577,420	\$ 715,467	\$ 661,862	\$ 678,391
Staffing level	10.00	9.00	9.00	9.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide repairs for all District vehicles. Also to provide preventive maintenance services for all District vehicles.	To repair all vehicles timely and effectively	To have all District vehicles repaired timely and to ensure preventive maintenance is performed on all vehicles	N/A	100%	100%

**Electronic Equipment Repair (Function 2953)**

This function provides for the installation and repair of various audio/visual equipment (non-computer) including intercoms, public address systems, video recorders, video cameras, televisions, etc.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 277,494	\$ 253,095	\$ 193,099	\$ 457,443
Employee benefits	87,364	79,179	58,311	154,244
Professional services	648	1,310	-	-
Property maintenance services	4,574	6,568	7,450	5,000
Contracted services	-	-	-	-
Supplies & materials	35,111	14,934	12,818	10,315
Travel	-	-	-	-
Furniture & equipment	67	3,030	3,047	500
Other objects	-	-	-	7,500
Total	\$ 405,258	\$ 358,116	\$ 274,725	\$ 635,002

Staffing level	7.00	5.00	4.00	8.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To ensure all District audio/visual equipment is in good working condition	For all electronic and audio/visual equipment to be functional	All equipment should be repaired properly and timely	N/A	100%	100%

**Band Instrument Repair (Function 2954)**

This function is responsible for repairing musical instruments throughout the District. There are approximately 10,000 instruments in the school system. During the school year, repairs are made to keep the band programs running smoothly. During the summer, complete school musical inventories are overhauled.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 303,298	\$ 302,468	\$ 319,197	\$ 138,639
Employee benefits	84,052	83,622	87,015	41,829
Professional services	7,066	1,768	9,000	5,000
Property maintenance services	5,089	2,122	7,500	7,500
Contracted services	-	715	-	-
Supplies & materials	87,952	27,083	38,564	37,565
Travel	-	-	-	-
Furniture & equipment	25,180	-	-	5,000
Other objects	-	-	-	-
Total	\$ 512,637	\$ 417,778	\$ 461,276	\$ 235,533
Staffing level	7.00	7.00	6.00	3.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To repair all musical instruments timely	Provide necessary repairs for all musical instruments in the District	For all musical instruments to be repaired timely	100%	100%	100%

**Asset Management (Function 4730)**

The Asset Management Division is responsible for the proper accounting of all assets owned by the District and ensuring that all equipment received by the District is appropriately marked as a MCS asset. The Division is also responsible for the disposition of all surplus and obsolete assets through an auction and removing surplus and obsolete assets from the schools when required.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 227,362	\$ 251,151	\$ 242,242	\$ 184,454
Employee benefits	67,110	70,405	69,041	55,171
Professional services	474	5,985	1,000	1,000
Property maintenance services	5,747	6,804	7,226	3,000
Contracted services	9,572	35,796	14,663	15,600
Supplies & materials	9,747	8,547	7,673	12,870
Travel	-	-	-	-
Furniture & equipment	-	172	-	-
Other objects	-	-	-	-
Total	\$ 320,012	\$ 378,860	\$ 341,845	\$ 272,095
Staffing level	5.00	5.00	5.00	4.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To ensure proper accounting of all assets in the District	To provide proper accounting for all District assets To properly dispose of surplus and obsolete properties	100% accountability for all assets	N/A	100%	100%

FINANCE

Pamela Anstey, Chief Financial Officer

MISSION STATEMENT:

The Department of Finance is responsible for managing the overall accounting, treasury, financial reporting and financial services operations of the District. This includes managing internal controls to mitigate risk; creating and presenting financial status and financial condition reports to internal and external parties, ensuring that the official accounting records of the District are up-to-date and accurate; safeguarding the assets of the District to minimize risk of financial loss; and creating tools to provide high-quality financial information that supports the District's strategic management initiatives.

STRATEGIC GOALS:

The strategic goals of the Department of Finance directly align with the Superintendent's Goal 2: Accountability. The Department is responsible for planning, managing, compiling and monitoring the District-wide budget and presenting a balanced budget to the Board of Commissioners. The Department's primary goal is to issue timely and accurate financial reporting. The Department also ensures that accounts payable and payroll transactions are handled in an accurate and efficient manner. In addition, the Department also maintains position control for the District.

ISSUES & TRENDS:

The need for a systematic, automated position control system is increasing. The Department is collaborating with Employment Services to create a Personnel Action Form that will assist with the management and enforcement of Position Control and Salary Adjustments. Substantial progress has been made in this regard. Budgetary control by position will be achieved 100 percent by implementing position control within the Payroll/Human Resources software.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

Fiscal Services submitted its Comprehensive Annual Financial Report for peer review to the Association of School Business Officials International (ASBOI) and Government Finance Officers Association (GFOA). Zero/Goal-Based Budgeting was achieved in 90 percent of the District's departments for the fiscal year 2009-10 budget. Reduction in force was required to achieve desired results for the fiscal year 2009-10 budget. Since instruction is our primary goal, administrative and support personnel were reduced. The Department worked with Employment Services to facilitate an efficient, yet sensitive manner to achieve reduction in force. The Department has procured digital imaging software to improve the efficiency of retrieval of documents for internal and external customers.

FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:

The fiscal year 2010-11 budget is a continuation of the previous fiscal year. Management has re-examined its mission statement and program structure from the Zero/Goal Base; justifying proposed budgetary expenditures are required and necessary. Staffing requirements remain constant, and no additional dollars are requested.

Elementary K-3 (Function 1111)

The Elementary K-3 Division contains funding for the regular kindergarten through third grade program of the District. Teachers are staffed at a ratio of one teacher on average per every twenty students. The salary and required benefits for classroom teachers and educational assistants that support Strategic Goal 1 are budgeted here.

Kindergarten curricula are developed around District standards reflective of the needs of young children. The curricula include varied cognitive, hands-on manipulative and sensory experiences. Curricula are drawn from all instructional areas and are presented as integrated foundational learning experiences that teach concepts, foster skills and serve as integrated learning tasks rather than isolated subjects. Pupils in grades 1 through 3 receive standards-based instruction according to Strategic Goal 1, in the following areas: reading/language, mathematics, science, wellness and the arts.

It is the intent of the Elementary K-3 Division to encourage students to achieve their maximum potential and develop the skills and knowledge necessary to function effectively in society. All instructional programs meet or exceed the requirements set forth by the Tennessee Board of Education.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 94,223,799	\$ 94,036,764	\$ 92,522,936	\$ 95,977,900
Employee benefits	22,969,364	23,051,308	21,814,120	26,621,844
Professional services	1,492,136	1,816,070	1,634,106	1,699,106
Property maintenance services	-	-	-	-
Contracted services	25,817	23,153	9,940	10,736
Supplies & materials	1,378,232	1,301,382	1,215,274	1,367,565
Travel	-	248	1,000	1,000
Furniture & equipment	1,264,890	342,576	106,186	138,896
Other objects	588	-	-	-
Total	\$ 121,354,826	\$ 120,571,501	\$ 117,303,562	\$ 125,817,047
Staffing level	2,648.00	2,519.00	2,446.00	1,796.50

Elementary 4-6 (Function 1121)

The instructional program for the Elementary 4-6 Division is designed to be standards-based and provides for the individualized needs of children while learning at high levels through a balanced program of experiences. Instruction includes the arts, wellness, language arts, social studies, mathematics and science. Foreign language is also taught at some schools. Teachers are staffed at a ratio of one teacher on average per every 25 students.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 44,443,218	\$ 46,080,712	\$ 44,804,664	\$ 51,858,846
Employee benefits	10,782,549	10,630,022	11,087,749	14,333,723
Professional services	2,216,797	-	-	-
Property maintenance services	-	-	-	-
Contracted services	10,635	7,442	7,093	7,341
Supplies & materials	747,913	759,393	678,204	695,177
Travel	-	-	600	-
Furniture & equipment	784,833	254,222	85,073	84,469
Other objects	588	-	-	-
Total	\$ 58,986,533	\$ 57,731,791	\$ 56,663,383	\$ 66,979,556
Staffing level	1,027.00	992.00	967.00	953.00

Junior High/Middle School (Function 1141)

The instructional program for the Junior High (grades 7-9)/Middle School (grades 6-8) Division is designated to promote a smooth transition from the elementary to the high school programs. Sound academic skills are integrated to ensure higher levels of success as students prepare for the rigor of the high school program. Strengthening of knowledge, skills and concepts defined by local and State standards are emphasized as the foundation of the students' individualized program. Standards-based instruction is offered in the areas of English/language arts, social studies, mathematics, science, foreign languages, art, wellness and vocational education. Middle schools are staffed at a ratio of one teacher on average per every 24 students. All other junior high schools are staffed at a ratio of one teacher on average per every 25 students.

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 43,875,262	\$ 49,172,535	\$ 46,068,426	\$ 48,105,659
Employee benefits	10,647,467	12,594,163	13,177,594	13,793,470
Professional services	314	-	-	-
Property maintenance services	1,482	1,697	2	-
Contracted services	50,115	38,122	7,939	8,071
Supplies & materials	835,614	713,015	664,683	605,510
Travel	-	-	600	600
Furniture & equipment	818,720	217,020	98,755	100,298
Other objects	322	-	-	-
Total	<u>\$ 56,229,296</u>	<u>\$ 62,736,552</u>	<u>\$ 60,017,999</u>	<u>\$ 62,613,608</u>
Staffing level	1,089.00	1,015.00	963.00	944.00

High School (Function 1151)

The High School instructional program is designed to promote high levels of learning for a diverse student population. Comprehensive subject offerings are supplemented with optional schools and overage for grade and dual enrollment programs to address the varied interests of students. Helping students to meet demands from institutions of higher education and the world of work are the overall goals for this program. Towards these ends, a wide range of course offerings and job-related trainings are included. Standards-based instruction is offered in the areas of English, mathematics, science, social studies, language arts, the arts, vocation, personal finance, health, physical education and wellness to all students. Expectations for levels of performance in these areas are carefully defined by the District as "performance indicators." Teachers are staffed at a ratio of one teacher on average per every 25 students.

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ 64,295,399	\$ 52,517,524	\$ 49,854,353	\$ 45,844,328
Employee benefits	15,149,005	12,211,780	12,013,962	11,894,722
Professional services	8,399	-	-	17,000
Property maintenance services	142,048	145,578	-	-
Contracted services	94,322	34,914	7,522	7,616
Supplies & materials	744,046	703,716	685,924	669,851
Travel	1,799	1,896	2,000	2,000
Furniture & equipment	833,482	372,289	145,825	147,475
Other objects	-	-	-	-
Total	<u><u>\$ 81,268,500</u></u>	<u><u>\$ 65,987,697</u></u>	<u><u>\$ 62,709,586</u></u>	<u><u>\$ 58,582,992</u></u>
Staffing level	813.00	779.00	782.50	759.50

**Professional Development – Schools (Function 1914)**

The Division of Professional Development – Schools takes a comprehensive approach based on an established five-year plan to improve the quality of education for students. This plan provides ongoing training for District-level staff, school administrators, school-based coaches, teachers and para-educators. Annual conferences are provided for academic and classified staff. These stakeholders are committed to eliminating the achievement gap. Educators engage in institutes, seminars and specialized sessions that support transforming schools and professional learning communities.

Major initiatives supported include The Urban Education Center, The Executive Leadership Program (ELP), Summer Institutes and Principals' Academy. These initiatives are designed to address the critical need for quality leaders in urban schools. The ELP develops quality building administrators who are prepared to address the unique challenges of urban schools.

The essential programs are Diversity Training, Professional Learning Communities Institute, Mentoring Novice Principals, National Board Certification, Teacher Leadership Academy, New Teacher Induction and Mentoring, para-educators, Leadership Academy, The Classroom Walk-Through, Clinical Experience with Local Colleges and Universities, Teacher Resource, Virtual Learning and monthly professional development meetings for all stakeholders.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	297,022	241,209	221,364	230,152
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	291	-	-	-
Other objects	-	-	-	-
Total	\$ 297,313	\$ 241,209	\$ 221,364	\$ 230,152
Staffing level	-	-	-	-

**Career Teacher Program (Function 1919)**

"Career Ladder" under the 1984 Educational Bill, provides funding for teachers who are eligible and approved. The term "teacher" includes principals, assistant principals, guidance counselors, librarians, consultants and teachers. New hires are not eligible to participate in the program. This function is 100 percent funded by the State of Tennessee – Career Teacher Program Revenues.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,948,012	\$ 3,657,976	\$ 4,884,008	\$ 4,118,139
Employee benefits	515,654	506,884	687,180	590,593
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 4,463,666	\$ 4,164,860	\$ 5,571,188	\$ 4,708,732
Staffing level	-	-	-	-

**School Fees (Function 1920)**

In order to comply with the requirements of the Education Improvement Act of the State of Tennessee, funds are provided here for the waiver of educational fees for students who receive free or reduced price meals. This money, which is a part of schools' site-based budgets, is allocated based upon the number of students receiving reduced price meals.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	589	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	325,923	577,224	573,433	562,303
Total	\$ 326,512	\$ 577,224	\$ 573,433	\$ 562,303
Staffing level	-	-	-	-

**Trustee Commission (Function 2118)**

The County Trustee charges administrative fees for the collection and distribution of property, sales and various other taxes earmarked for education. Commission rates vary according to the type of revenues collected. District revenues are now reported at gross, which includes this fee. Prior to fiscal year 2006-07, the revenues reported did not include this charge.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	5,951,633	5,932,238	5,756,805	5,953,733
Total	\$ 5,951,633	\$ 5,932,238	\$ 5,756,805	\$ 5,953,733
Staffing level	-	-	-	-

**Elementary School Leadership (Function 2405)**

Elementary School Leadership provides funds for 103 elementary school administrators to plan and direct the instructional program; to supervise all personnel and pupils assigned; to maintain the school environment and to manage the daily operation of each school. The number of administrators in each school is determined by the District's staffing formula. The school clerical and lunchroom monitors are included in this function.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 18,547,623	\$ 17,763,967	\$ 18,623,594	\$ 19,271,435
Employee benefits	4,627,862	4,591,298	4,604,631	5,038,794
Professional services	4,564	-	-	-
Property maintenance services	40,342	41,788	38,654	37,142
Contracted services	30,464	36,851	25,764	24,763
Supplies & materials	277,711	277,733	238,202	230,894
Travel	87,310	86,887	138,000	138,000
Furniture & equipment	97,539	298,956	350,065	329,184
Other objects	119,830	24,015	45,000	45,000
Total	\$ 23,833,245	\$ 23,121,495	\$ 24,063,910	\$ 25,115,212
Staffing level	420.00	417.00	341.00	351.00

**In-Lieu of Assistant Principal (Function 2406)**

This function provides a monetary allocation to schools not eligible for an assistant principal as follows: enrollment amount (includes pre-K) 1 through 399 (\$2,500), 400 through 659 (\$9,500). Prior to fiscal year 2007-08, the allocation was \$9,000 to schools with enrollments between 400 and 659 students. The enrollment count did not include or consider pre-K students.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 270,338	\$ 249,629	\$ 457,614	\$ 473,419
Employee benefits	13,289	9,199	64,386	78,789
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 283,627	\$ 258,828	\$ 522,000	\$ 552,208
Staffing level	-	-	-	-

**Secondary School Leadership (Function 2410)**

Secondary School Leadership provides funds for 62 secondary school administrators to plan and direct the instructional program; to supervise all personnel and pupils assigned; to maintain the school environment; and to manage the daily operations of each school. The number of administrators in each school is determined by the District's staffing formula.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 21,307,276	\$ 22,505,325	\$ 20,675,506	\$ 20,888,409
Employee benefits	5,445,060	5,737,096	5,325,512	5,775,758
Professional services	2,185	-	-	-
Property maintenance services	25,540	34,842	30,578	35,148
Contracted services	49,672	27,378	20,390	23,429
Supplies & materials	183,155	147,771	148,907	171,130
Travel	71,218	67,704	101,052	101,052
Furniture & equipment	148,453	277,808	221,591	254,665
Other objects	213,813	179,857	237,500	237,500
Total	\$ 27,446,372	\$ 28,977,781	\$ 26,761,036	\$ 27,487,091
Staffing level	417.00	412.00	393.00	385.00

**Exceptional Children Center Administration (Function 2430)**

Exceptional Children Center Administration provides administrative leadership and clerical assistance to the Shrine and Avon-Lenox Centers.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 299,787	\$ 311,865	\$ 311,131	\$ 320,931
Employee benefits	68,869	71,894	69,957	80,953
Professional services	1,031	1,573	1,031	1,031
Property maintenance services	791	7,193	3,049	3,049
Contracted services	1,471	610	3,705	3,705
Supplies & materials	9,192	11,017	11,840	11,840
Travel	-	-	8,549	8,549
Furniture & equipment	3,936	6,195	11,230	11,230
Other objects	-	-	-	-
Total	\$ 385,077	\$ 410,347	\$ 420,492	\$ 441,288
Staffing level	6.00	6.00	6.00	6.00

**Finance (Function 2605)**

The Department of Finance is responsible for sound fiscal management of the District's assets and for efficient, effective allocation of resources in accordance with the District's mission and goals. Finance provides support through leading and managing Budget Services, Fiscal Services, Payroll Services and Accounts Payable. The resources for this budget provide support to the Chief Financial Officer.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 286,467	\$ 257,199	\$ 249,178	\$ 256,522
Employee benefits	60,855	47,657	45,415	51,642
Professional services	44,374	16,747	7,815	7,815
Property maintenance services	9,375	129	600	600
Contracted services	2,374	446	4,587	4,587
Supplies & materials	2,377	688	6,895	6,895
Travel	4,257	1,423	4,250	-
Furniture & equipment	2,678	9,368	2,349	2,349
Other objects	135	185	185	185
Total	\$ 412,892	\$ 333,842	\$ 321,274	\$ 330,595
Staffing level	3.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Oversee the development of a balanced budget	To submit balanced budget for Board approval, City of Memphis approval and State of Tennessee Reporting Requirements	Meeting all required deadline dates for completion	100%	100%	100%
Oversee activities leading to an unqualified external audit	To produce accurate financial reports and maintain a high level of internal controls to maximize integrity and confidence in the District's financial information	Receipt of an unqualified audit opinion by external auditors verifying compliance in accordance with GAAP (Generally Accepted Accounting Principles)	100%	100%	100%

**Payroll Services (Function 2702)**

Payroll Services seeks to ensure the accurate processing of all disbursements for active and retired employees in accordance with established procedures. Processing includes the coordination of system input data, system reconciliations and maintenance, processing of garnishments, retirement benefit calculations, the system setup of new employees, distribution of reports and checks to divisions, issuing of manual checks when required and the issuance of W-2s and 1099-R forms as required by IRS regulations.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 586,400	\$ 626,408	\$ 652,911	\$ 674,280
Employee benefits	161,848	153,975	211,921	173,426
Professional services	114,822	15,032	23,000	23,000
Property maintenance services	6,926	2,908	4,900	4,900
Contracted services	858	63	2,500	2,500
Supplies & materials	41,888	41,358	42,000	42,000
Travel	1,330	1,302	3,000	-
Furniture & equipment	31,243	-	2,700	2,700
Other objects	-	-	100	100
Total	\$ 945,315	\$ 841,046	\$ 943,032	\$ 922,906
Staffing level	13.00	12.00	12.00	12.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Provide timely and accurate processing of all payroll documents	To process the payroll for all active Memphis City Schools employees on a biweekly and semiannual basis in accordance with established procedures	Percent of on-time payrolls for active employees	N/A	N/A	N/A

Budget Services (Function 2704)

Budget Services' primary object is to maximize the District's resources by identifying cost-saving measures, monitoring financial trends, assisting the Division in developing their budgets, evaluating performance indicators and making improvements to the budget process, culminating in the accurate and timely publication of the District's annual operating and capital budgets, which play a vital role in communicating to the citizenry of Memphis and Shelby County, as well as the State of Tennessee, the uses of their tax dollars.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-3-316, TCA §10-7-512, GASB and OMB Circular A-133

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 205,983	\$ 240,315	\$ 540,625	\$ 558,299
Employee benefits	56,635	64,073	145,741	152,031
Professional services	154,721	6,121	9,750	8,721
Property maintenance services	16,714	2,715	1,250	1,250
Contracted services	13,150	7,250	7,000	7,000
Supplies & materials	9,018	4,648	6,600	6,100
Travel	1,543	-	3,000	-
Furniture & equipment	161,591	89,607	4,000	4,000
Other objects	-	-	-	500
Total	\$ 619,355	\$ 414,729	\$ 717,966	\$ 737,901

Staffing level	9.00	6.00	8.00	8.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide timely development of accurate and informative operating and capital budgets	To submit annual operating and capital budgets for approval by the Board of Commissioners	Percentage of operating and capital budgets submitted on schedule	100%	100%	100%
To receive the ASBOI Meritorious Budget Award	To produce highly effective communication and financial tools illustrating the District's financial budget	ASBOI Meritorious Budget Award certificate awarded	N/A	N/A	100%
	To submit annual operating budget to the State of Tennessee	Budget submitted to State in a timely manner	Yes	Yes	Yes

Fiscal Services (Function 2710)

Fiscal Services is responsible for presenting monthly and annual financial conditions of the District along with other information necessary for understanding the District's financial affairs. This includes, but is not limited to, the administration of the accounting and financial reporting; \$900 million in capital asset reporting; cash management of \$1.3 billion; and disbursement of 53,000 accounts payable checks, District travel of 6,500 mileage reimbursements and 3,500 out-of-town travel requests. Payroll Services and Accounts Payable Services are direct reports. Revenue and expenditures are monitored and periodic forecasts and reports are prepared and distributed. The Division assists in seeking funding for District operations.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-3-316 through 319, State Revenues TCA §49-3-314 and 315, Dedicated Education Fund TCA §49-3-352, BEP TCA §49-3-353 through 359, Internet Funding TCA §49-3-368, Reports to the State TCA §49-2-406, School Audits TCA §49-2-112, Investments TCA §6-56-106 and Charter Schools TCA §49-13-106 through 130

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 658,948	\$ 691,936	\$ 754,419	\$ 787,472
Employee benefits	171,454	174,846	195,349	210,181
Professional services	184,546	104,084	102,050	94,450
Property maintenance services	621	447	700	6,400
Contracted services	1,174	447	8,000	7,250
Supplies & materials	17,555	11,691	18,900	19,001
Travel	2,312	1,303	3,000	-
Furniture & equipment	2,417	6,938	2,100	5,870
Other objects	-	-	-	2,300
Total	\$ 1,039,027	\$ 991,692	\$ 1,084,518	\$ 1,132,924
Staffing level	13.00	13.00	13.00	13.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Accountability	Annual Audit	Unqualified Opinion	Met	TBA	TBA
Accountability	CAFR	Award of Excellence	Pending	TBA	TBA
Accountability	Monthly Reporting	Board Approval	Met	Board Sessions	Board Sessions
Accountability	Annual State Reports	August 1st Deadline	Met	August 1st Deadline	August 1st Deadline

Accounts Payable Services (Function 2725)

Accounts Payable Services seeks to ensure the timely disbursement of payments to vendors, contractors and others in compliance with established and legal contractual terms. Accounts Payable Services processes all check requests and contract payment requests initiated by District personnel, ensures that supporting documentation and approvals for payment are in compliance with established procedures, generates and mails checks, processes travel advances and expense reports and issues 1099-MISC forms to applicable providers of services as required by Internal Revenue Services' regulations.

Legally Mandated/Required Curriculum: Yes

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 286,889	\$ 303,279	\$ 308,962	\$ 306,950
Employee benefits	85,763	91,488	92,583	91,233
Professional services	1,732	585	1,280	2,000
Property maintenance services	297	986	3,220	2,300
Contracted services	10,896	10,945	6,427	8,009
Supplies & materials	2,414	3,496	4,432	4,200
Travel	-	147	1,000	-
Furniture & equipment	3,708	3,377	1,250	-
Other objects	175	-	225	225
Total	\$ 391,874	\$ 414,303	\$ 419,379	\$ 414,917
Staffing level	7.00	7.00	7.00	7.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Provide timely and accurate payment of invoices submitted by divisions	To process payment documents within days of receipt from the divisions	Percentage of payments processed within 5 days	N/A	N/A	N/A
	To audit all payment documents for authorized approval and proper supporting documentation	Percentage of documents audited	N/A	N/A	N/A
	To issue 1099-MISC forms for all applicable providers of services no later than January 31 of each year	Date 1099-MISC forms issued	N/A	N/A	N/A

**Debt Service (Function 4000)**

This function provides for the debt retirement requirements of the District. Currently the District is repaying bonds issued through interest-free Environmental Protection Agency (EPA) loans, interest-free Quality Zone Academy Bonds (QZAB) and Honeywell energy management capital leases. EPA loans were granted from 1985 through 1993 to cover asbestos abatement in the schools. The State of Tennessee awarded the District interest-free QZAB loans for major improvements to the vocational schools and various science labs. Capital lease arrangements include the Honeywell project phases I, II and IV.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	3,295,477	990,413	992,033	819,446
Total	\$ 3,295,477	\$ 990,413	\$ 992,033	\$ 819,446
Staffing level	-	-	-	-

Charter Schools Allocation (Function 5500)

This function records the local and State revenue allocations transferred out to the 22 charter schools approved by the Board of Commissioners of Memphis City Schools in accordance with State Law. Allocations are generated based on the weighted full-time equivalent average daily membership (WFTEADM) of students reported in two, three, six and seven twenty-day periods.

Circles of Success Learning Academy	Memphis School of Excellence (New)
City Boys Prep	New Consortium (New)
City University School of Liberal Arts	Omni Prep Academy South Pointe Lower (New)
Freedom Prep	Omni Prep Academy South Pointe Middle (New)
Kipp Diamond Academy	Power Center Academy
Memphis Academy of Health Sciences Middle School	Promise Academy
Memphis Academy of Health Sciences High School	Soulsville Charter School
Memphis Academy of Science and Engineering	Southern Avenue Middle (New)
Memphis Business Academy Middle School	Southern Avenue Charter School
Memphis Business Academy High School	STAR Academy
Memphis College Prep (New)	Veritas (New)

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-13-106

Resource Allocation: Local and State Revenue

Program Changes: Seven new Charter Schools were approved by the Board of Commissioners to open in Fiscal Year 2010-11; increasing the allocation.

Operating Budget

	<u>2007-08 Actual</u>	<u>2008-09 Actual</u>	<u>2009-10 Adopted</u>	<u>2010-11 Adopted</u>
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	16,109,720	21,372,840	37,548,313	45,279,486
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	<u>\$ 16,109,720</u>	<u>\$ 21,372,840</u>	<u>\$ 37,548,313</u>	<u>\$ 45,279,486</u>
Staffing level	-	-	-	-

**Other Potential Uses (Function 5600)**

This function accounts for the District's reserve requirements for items such as Teacher Effectiveness Initiative, District-wide travel and a contra of the two-day District-wide furlough.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	300,000
Furniture & equipment	-	-	-	-
Other objects	-	-	-	3,475,130
Total	\$ -	\$ -	\$ -	\$ 3,775,130
Staffing level	-	-	-	-



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HUMAN RESOURCES

Cerita Butler, Interim Executive Director

MISSION STATEMENT:

The Department of Human Resources is charged with the responsibility of providing services to an active work force in excess of 17,000 employees serving in approximately 600 job classifications. The mission of the Department is to ensure that the best candidates are recruited and retained for all District positions and that the District is in compliance with all Federal, State and local laws.

STRATEGIC GOALS:

- Complete all transactions in a timely manner
- Recruit the best candidate for all positions
- Comply with all local, State and Federal laws
- Act with professionalism in all interactions

ISSUES & TRENDS:

Teacher recruitment and staffing is now being supported by The New Teacher Project (TNTP) and Human Resources will act as a business partner to ensure success of the District. This addition of support does not diminish the need for a fully-funded Employment Services Division.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

On an annual basis, Human Resources will process approximately 8,000 applications, interview over 4,000 applicants, transfer over 1,500 employees and employ 1,800 new personnel. Additionally, the Division maintains certificated and classified substitute rosters of approximately 1,600 and 500 employees respectively.

**Substitutes (Function 1912)**

The Substitutes budget provides highly-qualified personnel for the classroom and clerical personnel for school offices during regular personnel absences in order to ensure continuity.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy 5.701

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 7,085,373	\$ 7,326,027	\$ 5,357,551	\$ 3,583,184
Employee benefits	518,745	532,086	941,594	782,042
Professional services	-	-	-	-
Property maintenance services	27,303	-	-	-
Contracted services	132,929	200,119	97,416	97,416
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	\$ 7,764,350	\$ 8,058,232	\$ 6,396,561	\$ 4,462,642
Staffing level	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Provide qualified candidates	To provide only qualified candidates to the schools	Percentage of filled vacancy requests	100%	100%	100%
Maintain an automated system that provides schools with approved substitute teachers and clerical candidates	To purge the system of unqualified candidates	Percentage of qualified candidates in the system	100%	100%	100%

Performance Management Planning and Professional Development (Function 2123)

The Division of Performance Management Planning and Professional Development is responsible for providing support and assistance in the development of goals; measurement is the process of assessing progress toward achieving predetermined goals. Performance Management is building on that process and adding the relevant communication and actions on the progress achieved against pre-determined goals. In Organizational Development (OD), performance management looks at actual results versus desired results. Any difference between actual results and less-than-desired results constitutes the performance improvement zone(s). Performance management and improvement is the cycle: 1) Performance planning where goals and objectives are established; 2) Performance coaching where a manager intervenes to give feedback and adjust performance; and 3) Performance appraisal where individual performance is formally documented and feedback delivered. Performance problems are any gaps between desired results versus actual results. Performance improvement is designed and targeted at closing the gap between actual results and desired results. The Division of Performance Management Planning and Professional Development is charged with helping to identify and resolve those issues.

The ultimate goal of performance management is to help organizations achieve their strategic goals. The main purpose of performance management is to link individual objectives and organizational objectives together to bring about achievement of those individual goals and objectives that are critical and essential to the overall success of the District. Additionally, performance management engages in the necessary functions to develop skills of people to achieve their capability to satisfy their professional development plans and goals, as well as continuing to achieve the goals of the organization.

The Division of Performance Management Planning and Professional Development will also serve as the liaison between the District and outside agencies performing professional development training, assessment reviews or evaluations of designated staff and/or District offices; designing, developing and implementing programs of evaluation for central office personnel, as well as developing refinements to the principal and teacher evaluation processes as needed; ensuring the evaluation process for central office staff is aligned with the components of the Superintendent's evaluation process conducted by the Board of Commissioners; conducting professional development for principals in the performance and implementation of the teacher evaluation process and operational topics; designing, planning and delivering professional development training for central office staff, administrative support personnel, building engineer staff and other District support staffs.

This Division is no longer active due to the District's restructuring of functions; several functions have been combined.

**Performance Management Planning and Professional Development (Function 2123) (concl'd)****Operating Budget**

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 140,030	\$ 155,929	\$ -	\$ -
Employee benefits	32,441	39,127	-	-
Professional services	53,167	23,260	41,380	-
Property maintenance services	7,200	654	4,500	-
Contracted services	13,105	5,911	8,100	-
Supplies & materials	5,018	962	9,000	-
Travel	1,459	-	2,938	-
Furniture & equipment	3,830	965	2,250	-
Other objects	368	-	-	-
Total	\$ 256,618	\$ 226,808	\$ 68,168	\$ -
Staffing level	-	2.0	-	-

Employment Services (Function 2610)

The Division of Employment Services is charged with the responsibility of providing services to an active workforce in excess of 17,000 employees serving in approximately 600 job classifications. The mission of the Division is to ensure that the best candidates are recruited and retained for all District positions and that the District is in compliance with all Federal, State and local laws.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Federal FLSA Guidelines & Tennessee Code Annotated

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,553,193	\$ 1,598,634	\$ 1,846,920	\$ 1,928,629
Employee benefits	408,947	409,559	445,454	495,641
Professional services	79,305	20,652	23,899	38,664
Property maintenance services	11,843	20,560	20,800	45,829
Contracted services	30,975	52,522	59,600	74,710
Supplies & materials	35,372	29,352	37,875	39,275
Travel	10,596	4,449	6,599	2,629
Furniture & equipment	272,021	34,131	9,895	10,644
Other objects	381	480	321	720
Total	\$ 2,402,633	\$ 2,170,339	\$ 2,451,363	\$ 2,636,741
Staffing level	37.50	34.50	35.00	35.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Recruitment	Recruit the best candidate possible for all positions	Requests vs placement	100%	100% Note (HR is only responsible for 50% of the recruitment number for the District in FY10)	100% Note (HR is only responsible for 50% of the recruitment number for the District in FY10)
Staffing	Hire the best candidate for all positions	Percentage of candidates hired who complete the trial period successfully	95%	100% Note (HR is only responsible for 50% of the staffing number for the District in FY10)	100% Note (HR is only responsible for 50% of the staffing number for the District in FY10)
Compliance	Ensure the District is in compliance with all local, State and Federal laws	100% compliance	100%	100%	100%
Professionalism	Ensure that all interactions with internal and external customers are handled in a professional manner	Not measured	85% positive responses to REA survey	90% positive responses to REA survey	100% positive responses to REA survey

EEOC/Equity & Compliance Management (Function 2611)

Equal Employment Opportunity Commission (EEOC)/Equity & Compliance Management's primary objective is to ensure that no employee or student is subjected to discrimination based on race, color, religion, sex, age, national origin, genetics or disability as mandated by Federal and State laws. EEOC/Equity & Compliance Management also oversees and is responsible for the District's non-discrimination and sexual harassment policies.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute:

- Title VI of Civil Rights Act – 34 CFR Part 100
- Title IX of the Education Amendment of 1972 – 34 CFR Part 106
- Section 504 Rehabilitation Act – 34 CFR Part 104
- Vocational Education Programs Guidelines – 34 CFR Part 100 Appendix B
- Title II of the ADA Act – 28 CFR Part 35

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 108,933	\$ 145,186	\$ 138,904	\$ 145,859
Employee benefits	27,573	31,007	27,859	34,328
Professional services	12,746	2,089	30,453	32,453
Property maintenance services	164	-	3,510	3,500
Contracted services	2,465	9,918	24,500	16,072
Supplies & materials	7,086	5,573	7,651	7,651
Travel	1,780	230	7,698	6,927
Furniture & equipment	4,464	2,709	1,125	2,308
Other objects	655	160	900	160
Total	\$ 165,866	\$ 196,872	\$ 242,600	\$ 249,258

Staffing level	3.00	2.00	2.00	2.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
#6 - Diversity	To ensure no student or employee with Memphis City Schools is discriminated against and to implement the District's sexual harassment policies	Internal complaints	100%	100%	100%
		External Complaints	100%	100%	100%
		Sexual Harassment Training	1,300 employees	1,400	1,500

Compensation (Function 2612)

The Office of Compensation is charged with the responsibility of providing services to an active workforce in excess of 17,000 employees serving in approximately 600 job classifications. Compensation is responsible for the administration, development and maintenance of job descriptions for positions with the District. This Office is also responsible for job analysis, salary reviews, position evaluations, salary determination and salary guidelines in accordance with board policies and regulations. Compensation evaluates and analyzes salary data and trends and ensures the compensation program supports the District's strategic plans. It also is responsible for ensuring positions with the District are competitive with current market salaries for positions not covered by a collective bargaining agreement or memorandum of understanding.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 85,996	\$ 92,611	\$ 99,725	\$ 105,729
Employee benefits	20,601	22,596	24,070	30,659
Professional services	6,799	8,835	5,000	9,735
Property maintenance services	23,878	20,707	20,707	8,000
Contracted services	211	66	416	100
Supplies & materials	2,461	1,917	2,258	1,000
Travel	4,016	-	2,936	-
Furniture & equipment	1,904	393	-	1,372
Other objects	-	75	2,279	2,179
Total	\$ 145,866	\$ 147,200	\$ 157,391	\$ 158,774
Staffing level	2.00	2.00	2.00	2.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
#2 - Accountability	Implement streamlined job classification structure by June 30, 2011	Actual implementation of the new structure	N/A	N/A	100%
#2 - Accountability	Update all job descriptions and place on the web by June 30, 2011	Percentage of job descriptions finalized and placed on the web	30%	30%	40%
#2 - Accountability	Create District compensation manual by June 30, 2011	Actual Completion of the manual	N/A	N/A	100%

Labor Relations (Function 2620)

The Division of Labor Relations is responsible for the negotiation and administration of all collective bargaining agreements covering Board employees in accordance with TCA §49-5-601 through §49-6-613. This includes administering the grievance procedures, conducting arbitration hearings, administering disciplinary hearings and discipline and contract interpretation. The Division is also responsible for responding to unemployment claims in accordance with TCA §50-7-207 and coordinates tenure/non tenure hearings.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: TCA §49-5-601 through §49-6-613

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 256,449	\$ 286,302	\$ 195,117	\$ 203,366
Employee benefits	66,615	76,066	52,685	56,167
Professional services	4,821	6,577	4,876	5,700
Property maintenance services	2,772	2,651	3,000	3,000
Contracted services	721	151	4,661	2,975
Supplies & materials	6,249	3,342	2,681	2,000
Travel	2,202	3,788	1,600	550
Furniture & equipment	6,786	1,444	1,220	1,053
Other objects	-	93	-	-
Total	\$ 346,615	\$ 380,414	\$ 265,840	\$ 274,811
Staffing level	5.00	5.00	3.00	3.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Provide timely responses to grievances, complaints, unemployment claims and disciplinary referrals	Respond to all managers within 48 hours.	Percentage of responses within timeframes	N/A	100%	100%
Assist administration with the training, development and implementation of revised evaluations procedures and tenure review process	Reduce the turnover rate for new teachers (1-3 years)		N/A	N/A	Turnover rate 25%

Risk Management (Function 2806)

In carrying out the Superintendent's strategies, Risk Management's long-term goal is to minimize harm to the physical, human, fiscal and environmental resources of the District and to minimize the total cost of risk to the District. In doing so, Risk Management identifies known and possible perils/risks to which the District may be exposed; takes steps to avoid unnecessary or unreasonable exposures; and initiates reasonable and appropriate loss control techniques to control the frequency and severity of losses.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute TCA §4-3-1411, §50-3-102, §50-3-201, §50-3-906 through §50-3-911 and §50-3-913

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 355,915	\$ 367,548	\$ 376,982	\$ 390,701
Employee benefits	85,796	94,242	94,144	106,129
Professional services	101,467	96,960	139,978	218,000
Property maintenance services	-	2,252	3,597	2,000
Contracted services	2,625	2,033	1,440	3,000
Supplies & materials	3,345	6,322	14,015	14,692
Travel	1,201	1,598	3,557	2,446
Furniture & equipment	258,268	36,282	222,840	143,796
Other objects	-	-	-	-
Total	\$ 808,617	\$ 607,237	\$ 856,553	\$ 880,764

Staffing level	7.00	6.00	6.00	6.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide environmental/health and safety support for the educational programs of the District	To ensure a healthy climate for academic learning	Concerns promptly investigated to identify problems and take needed measures to correct situations	100%	100%	100%
To address employee and student accidents to prevent negative impact on academic learning, to limit liability exposure to the District and to uphold collective bargaining agreements and Board policy	To limit accidents of employees, students and visitors	Decrease of accident reports, lost time and liability accident claims	4% overall decrease resulting in an improvement	4% overall decrease resulting in an improvement	4% overall decrease resulting in an improvement

**Risk Management (Function 2806) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide insurance coverage to minimize the financial risk of the District	To ensure the best insurance coverage is provided to the District for property, vehicle (not covered by the GTLA), boiler/machinery, supplemental student insurance, student athletic insurance, field trip and others as needed	Insurance bids provided coverage needs and approved by the Board of Commissioners	100%	100%	Timeframe is too far to predict uncontrollable Cannot determine due to future claims and market conditions
To provide schools with replacement of stolen, vandalized or damaged equipment/items in a timely manner with a decrease on claims	To ensure the academic programs are supported with the replacement of stolen, vandalized or damaged school equipment/items within the current budget and to assist the schools with a decrease of claims through training and proactive steps	Statistical data to reflect decrease in claims	Yes	Yes	Yes

**Insurance Purchase (Function 4512)**

The Insurance Purchase budget supports the District's needs with insurance coverage on property, vehicles (not covered by the Governmental Tort Liability Act (GTLA)), boiler and machinery and voluntary student insurance and assists with student athletic insurance. Also, this budget provides surety coverage for the Treasurer as required by the State, bonds for the commissioners and the general employees' criminal liability bond. The Division ensures the property coverage includes earthquake, flood, both domestic and foreign terrorism and paper restoration within the current budget. In November 2009, budgetary funds (\$205,000) for small liability claims was transferred to Legal Counsel. All investigations, research, direct claimant contacts and settlement offers are handled by Risk Management staff, with Legal Counsel approving settlement amounts and processing checks.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy 3.600 Group Insurance, GASB 45, Federally-mandated benefits and TCA §49-1-20, §49-1-210 and §49-1-302

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	86,860	19,988	84,000	80,000
Property maintenance services	1,870	-	-	-
Contracted services	1,226,374	1,262,687	1,621,451	1,245,648
Supplies & materials	924	-	-	-
Travel	-	-	-	-
Furniture & equipment	111,308	136,462	369,578	369,578
Other objects	-	-	-	-
Total	\$ 1,427,336	\$ 1,419,137	\$ 2,075,029	\$ 1,695,226
Staffing level	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
To provide property insurance to protect the financial risks to the District	To provide property insurance to protect the financial risks to the District	Insurance bid provided all coverage needs and approved by the Board of Commissioners.	Yes	Uncontrollable - Cannot determine due to future claims and market conditions	Uncontrollable - Cannot determine due to future claims and market conditions
To provide schools with replacement of stolen, vandalized or damaged equipment/items/ educational supplies in a timely manner with a decrease of total claims	To ensure the academic programs are supported with the replacement of stolen, vandalized or damaged school items within the current budget and to assist the schools with a decrease of claims through training and combined departmental actions	Statistical data reflects decrease in claims	Yes	Yes, with the support of departments such as Security	Yes, with the support of departments such as Security

**Retiree Health & Life Insurance Benefits (Function 5000)**

Retirees Health Insurance: An employee hired prior to January 1, 2007 who is retiring from the District may continue coverage upon retirement provided the employee:

1. has been covered by one of the health plans offered by the Board for at least five consecutive years at the time of retirement and
2. provided the employee changes coverage to the Memphis City Schools Basic Plan (PPO).

An employee hired on or after January 1, 2007 who is retiring from the District may continue coverage upon retirement provided the employee:

1. has been covered by one of the health plans offered by the Board for at least ten consecutive years at the time of retirement and
2. provided the employee changes coverage to the Memphis City Schools Basic Plan (PPO).

Retirees may change their coverage tier election at the time of retirement. Health insurance premiums will be deducted from the retiree's retirement check as a condition of maintaining health insurance, where applicable.

Upon retirement from active service, the amount of life insurance reduces to one times the annual base salary as of January 1 of the year of retirement, to a maximum benefit of \$50,000. Dependent life insurance as part of the retirement benefit is not available upon retirement.

Legally Mandated/Required Curriculum: Yes

Legal Reference or Statute: Board Policy 3.600 Group Insurance

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	29,196,999	30,007,304	31,255,233	29,918,073
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Function total	<u>\$ 29,196,999</u>	<u>\$ 30,007,304</u>	<u>\$ 31,255,233</u>	<u>\$ 29,918,073</u>
Staffing level	-	-	-	-

**Retiree Health & Life Insurance Benefits (Function 5000) (concl'd)****Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Provide quality insurance at the lowest price	Reduce cost to insures and District	Percentage increase above industry norms	100%	100%	100%
Establish partnerships with other school districts to compare cost and quality	Keep costs down	Compare variance between MCS insurance and other school systems/ companies of similar size	N/A	N/A	100%



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INFORMATION TECHNOLOGY

Curtis Timmons, Chief Technology Officer

MISSION STATEMENT:

To provide innovative technology and quality service that helps the District advance student achievement and increase staff productivity.

STRATEGIC GOALS:

- Produce technologically proficient students who apply technology tools daily in a meaningful way to collaborate, communicate and create
- Advance administrative/operations systems for efficient and effective service delivery and management practices
- Ensure a robust, reliable, scalable and dynamic computing and network infrastructure that helps enable the District's academic and business goals
- Secure and protect District information assets and resources

ISSUES & TRENDS:

- The need to continue advancing technology in schools – Technology Exemplars in a Feeder Pattern
- The need to establish a refresh cycle and funding source to replace aged school computers that are 5 plus years
- The need to implement an Enterprise Resource Planning (ERP) system for business and process efficiency and effectiveness

FISCAL YEARS 2009-10 PERFORMANCE HIGHLIGHTS:

- "Got Tech" Student Summer Camp
- Established Student Tech Crew Program
- Technology Exemplars in a Feeder Pattern
- Student Email
- Technology Conference
- Leasing Agreement
- Gartner Case Study for December 2008 Technology Showcase
- Board Auditorium technology upgrade
- Avery building external electronic billboard/sign repair
- e-Agenda system deployment
- e-Procurement system deployment
- Teacher Electronic Grade Book deployment
- ParentCONNECT Portal deployment
- Replacement of Local Area Network equipment in every facility
- Document imaging/content management system deployment
- Data Center server hardware consolidation
- Reduction in the monthly rate for emergency and security phone lines from \$44 per to \$23, resulting in an estimated annual savings of \$351,689 (savings includes a percentage of E-Rate eligible lines)
- Received Scholastic Achievement's 2009 Rich Media Impact Award (RMIA)

INFORMATION TECHNOLOGY (concl'd)**FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:**

Program functions 2630 and 1917 are being reorganized to better support the District's strategic direction and goals. This reorganization will be accomplished within the current budget; thus, no additional funding is required. Below are the highlights of the reorganization:

- Information Security will remain in its current state reporting to the Chief Technology Officer
- IT Business Support will remain in its current state reporting to the Chief Technology Officer, savings achieved through consolidation/efficiency/contracted services
- Elimination of function 2851 Professional Services cost in the amount of \$500,000
- Elimination of function 2851 Property Maintenance Services in the amount of \$85,460
- Elimination of function 2851 Furniture and Equipment in the amount of \$88,904
- Reduced function 2631 Professional Services by \$1,317,335
- Decrease in function 2631 Property Maintenance Services in the amount of \$1,855,843
- Describe relationship between functional units and financial structure
- Function 1916 Classroom Technology represents Instructional Technology staff
- Function 1917 Instructional Technology represents Customer Support staff for schools and administrative facilities
- Function 2630 Information Technology represents the following functional units:
 - o Network and Telecommunications
 - o Enterprise Systems/Data Center
 - o Help Desk
 - o IT Training
 - o IT Support Services
 - o Application Development
 - o Information Security

**Classroom Computers (Function 1153)**

In fiscal year 2002-03, \$1,200,000 of additional funds was allocated for new classroom computers and software to support classroom technology. Other District funds from Classroom Technology and Instructional Technology were combined with these funds. A committee of representatives from Curriculum, Instruction and School Effectiveness; Science Improvement; Information Technology; Title I; and Fiscal Services will concentrate on improving academic achievement through the use of technology in each classroom. The funding provided for District matching, or cost-sharing expenses, as required by the National Science Foundation (NSF) award that ended in fiscal year 2004-05.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	-	-	-	-
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	4,382,242	1,229,762	-	-
Other objects	-	-	-	-
Total	\$ 4,382,242	\$ 1,229,762	\$ -	\$ -
Staffing level	-	-	-	-

Classroom Technology (Function 1916)

The purpose of the Classroom Technology Division is to help teachers and students utilize and integrate technology into teaching and learning in order to help acquire, extend and communicate knowledge. Through the use of instructional technologies, teachers can teach more effectively and help provide students with capabilities that are expected of workers and productive citizens of the 21st century.

The use of technology:

- Prepares learners to live responsibly in a democratic, technically-driven society.
- Helps learners acquire knowledge and skills; communicate and manage information; and improve problem-solving, creative expression, research and design and product development.
- Develops technology literate learners when they apply technology across curricular areas throughout the life-long learning process.

Primary functions of Classroom Technology:

- Help schools acquire technology
- Provide quality professional development
- Support teachers' use and integration of technology into classroom instruction

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 256,798	\$ 285,965	\$ 286,335	\$ 218,744
Employee benefits	62,324	60,390	59,066	49,153
Professional services	9,855	91,891	54,441	54,441
Property maintenance services	-	-	-	-
Contracted services	316	2,845	1,520	1,520
Supplies & materials	5,831	32,961	10,106	11,106
Travel	12,105	7,626	5,055	5,055
Furniture & equipment	30,648	1,688,859	1,756,437	1,316,354
Other objects	-	-	-	-
Total	\$ 377,877	\$ 2,170,537	\$ 2,172,960	\$ 1,656,373
Staffing level	3.00	4.00	4.00	3.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Expand the use of technology in classroom instruction	Increase the use of District software	Increase the usage of Discovery Streaming as a tool for effective instruction by 10%	150,484 uses	165,532 uses	182,085 uses
		Increase the usage of netTrekker as a tool for safe internet searches and research	776,630 searches	854,293 searches	939,722 searches
Expand the use of technology in classroom instruction	Establish a digital instructional portal for all curriculum, lesson plans and syllabi.	Increase the usage of Learning Village as a tool for effective lesson planning by 50%	500,000 content uses	1,500,000 content uses	2,000,000 uses

**Classroom Technology (Function 1916) (concl'd)****Goals, Objectives & Measures (concl'd)**

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Expose students to computer science careers and Web 2.0 tools	Extend computer science programs	Enroll 1,000 students in "Got Tech?" Summer Technology Institute	286	1,000	1,200
Create models of exemplary technology	Establish models of effective technology integration in a pre-K - 12 geographical feeder pattern	Establish Technology Exemplars in all 4 MCS regions	1 region	3 regions	4 regions
Expand District technology conference	Plan a regional technology conference	Conduct a regional conference for 1,000 participants	386	957	1,200

**Instructional Technology (Function 1917)**

Instructional Technology is a program function that comprises management, staff and other resources to provide desktop computer support for schools and administrative facilities.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,323,591	\$ 2,880,060	\$ 3,087,083	\$ 3,196,278
Employee benefits	961,210	825,475	920,231	939,772
Professional services	16,467	200,557	20,200	20,200
Property maintenance services	-	522	2,000	2,000
Contracted services	4,410	691	1,000	1,000
Supplies & materials	11,969	9,136	11,200	11,200
Travel	26,694	30,517	48,531	40,091
Furniture & equipment	86,996	26,426	17,060	17,060
Other objects	-	-	-	-
Total	\$ 4,431,337	\$ 3,973,384	\$ 4,107,305	\$ 4,227,601
Staffing level	75.00	73.00	62.00	60.00

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Student Tech Crew Program Expansion	Increase the number of students in the program by 100	Number of students enrolled	77	50	50

Information Technology (Function 2630)

Information Technology is a program function that comprises management, staff and other resources to provide technology support and related services for the District.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,754,038	\$ 4,282,481	\$ 4,302,043	\$ 4,442,972
Employee benefits	911,374	1,048,365	1,077,027	1,154,285
Professional services	1,101,197	40,468	72,300	67,665
Property maintenance services	1,500	1,795	-	-
Contracted services	12,010	6,801	4,000	9,000
Supplies & materials	29,550	22,418	38,270	38,270
Travel	22,979	27,951	33,379	13,379
Furniture & equipment	45,883	21,230	22,000	22,000
Other objects	340	-	365	-
Total	\$ 5,878,871	\$ 5,451,509	\$ 5,549,384	\$ 5,747,571

Staffing level	54.00	54.00	61.00	61.00
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Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
ENA Connect Phone System	Replace District-wide telephone system	Number of sites	79	121	None
Wireless Network Infrastructure	Implement a wireless infrastructure District-wide	Number of sites	0	200	None
Microsoft Exchange Email	Replace District email system with Microsoft Exchange	Number of sites	0	200	None
ENA Wide Area Network	Replace Wide Area Network Service	Number of sites	147	53	None
Employee Intranet Portal	Implement an employee intranet portal	Intranet portal is implemented	0	100%	None
Dynamic Computing Infrastructure and Green IT	Implement an advanced data storage and backup solution	Both solutions are implemented	0%	2	None
eScholar Data Warehouse	eScholar data warehouse	Data Warehouse is deployed with the District	0%	100%	None
Disaster Recovery Program	Disaster recovery program	Create disaster recovery plans, establish recovery site and test recovery plans	0%	0%	0%
Information Security Program	Information Security Program	Program implementation	0%	100%	None
Remote Timecard System	Remote Timecard System	System deployed throughout the District	0%	100%	None

**Technology Maintenance Contracts (Function 2631)**

This function contains costs for District-wide technology contracts. Annual cost escalations, industry-wide, typically increase in the ten to fifteen percent range; however, as a result of a review of contracts and subsequent renegotiations and cancellations, a reduction of \$200,000 over last year's budget is anticipated.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	1,782,168	2,096,280	1,417,335	100,000
Property maintenance services	4,823,447	5,156,243	4,738,510	2,882,667
Contracted services	12,625	1,059	2,420,000	-
Supplies & materials	79,303	71,482	92,056	92,056
Travel	25	-	-	-
Furniture & equipment	2,632,753	337,593	193,587	93,587
Other objects	-	-	-	-
Total	\$ 9,330,321	\$ 7,662,657	\$ 8,861,488	\$ 3,168,310
Staffing level	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Contract Performance & Reduction	• Ensure vendors perform per contract provisions	• Vendor customer satisfaction percentage	No baseline	85%	90%
	• Reduce the number of services, software and hardware contracts or contract dollar amounts	• Reduction in the number of contracts	55	53	50
		• Reduction in the dollar amounts for services contracts	No baseline	5%	5%

**SFSF Internet Connectivity (Function 2632)**

SFSF Internet Connectivity is a function that contains costs for the District's Internet service. Education Network America (ENA) is the current service provider. Additionally, this function is currently being funded by the State.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	-	-	-	135,832
Property maintenance services	-	-	-	-
Contracted services	-	-	-	-
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	-	-	-	-
Other objects	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 135,832</u>
Staffing level	-	-	-	-

**Telecommunications (Function 2851)**

The function of this program is to provide telecommunication capabilities to all sites within the District. Telecommunications also establishes network monitoring and problem determination for the District's ATM Wide Area Network and telephone service. This area provides for repair and maintenance of network devices throughout the District. Payments for telephone service, the District's Wide Area Network (WAN) and long distance charges, as well as expenses for any additional network and telephone equipment needed within the District, are covered by this program.

Operating Budget

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Employee benefits	-	-	-	-
Professional services	898,445	597,331	500,000	-
Property maintenance services	1,262	-	85,460	-
Contracted services	5,455,588	2,845,428	1,508,815	1,508,915
Supplies & materials	-	-	-	-
Travel	-	-	-	-
Furniture & equipment	88,797	12,900	88,904	-
Other objects	-	-	-	-
Total	\$ 6,444,092	\$ 3,455,659	\$ 2,183,179	\$ 1,508,915
Staffing level	-	-	-	-

Goals, Objectives & Measures

Goal	Objective	Performance Measure	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Network and Phone Availability	Maintain 99.9% uptime for network and phone services	Uptime percentage	99.9%	99.9%	99.9%



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IV. GOVERNMENTAL FUNDS (cont'd)

C. CAPITAL PROJECTS FUND



PROJECT 250: RIVERWOOD K-5

This budget will require the use of 91 percent of our fund balance. There are two factors contributing to this; the first is the method used to fund the Capital program, and the second is the cancellation of some old projects. The fund balance is composed of funds received from the County. Typically, the District has an agreement with the County that the District receives a specified amount for a number of years. Some of the funds were received before the project was started. In fiscal year 2007-08 the Board approved a request by Administration to cancel some older planned projects that had not yet started. The funds from those older projects were used to help fund Riverwood Elementary, Colonial Middle, Wooddale High addition and White Station High addition/renovation.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL IMPROVEMENT PROGRAM BUDGET**

The Capital Improvement Program budget is defined to account for financial resources used for the acquisition or construction of major capital facilities as well as major repairs of existing facilities. The total cost to complete a project is appropriated at the time the individual project is approved by the Board.

The Capital Improvement Program total budget for fiscal year 2011 is \$98.4 million. The cumulative Capital Improvement Fund appropriation through 2013 is \$291.2 million. The funding sources are detailed below.

Funding sources

- Federal – \$46.7 million
- Shelby County – \$12.3 million
- Fund Balance – \$39.3 million

Projects have been split into the three categories as follows:

New School/Renovations

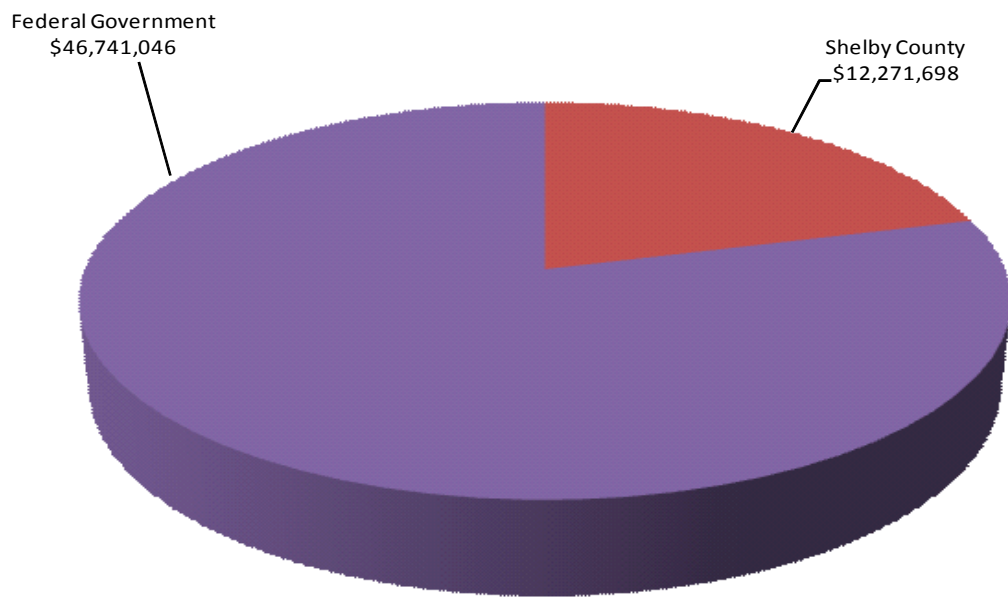
- Kate Bond Middle – new 1,200 student capacity school
- Riverwood K-5 – new 800 student capacity school
- Ross Elementary – 20 classroom addition
- SE Region Elementary – new 900 student capacity school
- Denver Elementary – 20 classroom addition
- Cromwell Elementary – 16 classroom addition

Other

- Portable Relocation – Relocate portables to various sites.
- Wooddale Portable – Place portables at Wooddale High.
- Inventory Bar-coding System – Install system at Warehouse

Maintenance

- ADA/Deferred Maintenance – ADA compliance and/or deferred maintenance per federal mandate
- Mechanical – Replacement of boilers or air conditioners
- Roofing – Reroofing at various sites.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****Capital Projects Fund****2010-11 Revenues**

**IV. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL PROJECTS FUND BY FUNCTION
FISCAL YEAR 2010-11 PROPOSED BUDGET****With Comparative Information for Fiscal Years 2006-07 through 2009-10**

	2006-07 Actual	2007-08 Actual
Revenues		
City of Memphis	\$ 1,999,633	\$ -
Shelby County	43,000,000	73,203,042
Federal Government	1,600,707	1,443,823
Other Local Sources	7,713,420	4,008,207
Total revenues	<u>54,313,760</u>	<u>78,655,072</u>
Expenditures		
Capital Outlay	<u>76,663,422</u>	<u>66,942,455</u>
Total expenditures	<u>76,663,422</u>	<u>66,942,455</u>
Excess (deficiency) of revenues over expenditures	<u>(22,349,662)</u>	<u>11,712,617</u>
Beginning Fund Balance	121,717,438	99,367,776
Increase in reserve for encumbrance	-	11,120,326
Ending Fund Balance	<u>\$ 99,367,776</u>	<u>\$ 122,200,719</u>

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ -	\$ -	\$ -
43,221,529	23,742,000	12,271,698
13,509	12,408,423	46,741,046
2,503,321	700,000	-
<u>45,738,359</u>	<u>36,850,423</u>	<u>59,012,744</u>
<u>70,343,462</u>	<u>115,121,162</u>	<u>98,408,266</u>
<u>70,343,462</u>	<u>115,121,162</u>	<u>98,408,266</u>
<u>(24,605,103)</u>	<u>(78,270,739)</u>	<u>(39,395,522)</u>
122,200,719	121,411,260	43,140,521
23,815,644	-	-
<u>\$ 121,411,260</u>	<u>\$ 43,140,521</u>	<u>\$ 3,744,999</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL PROJECTS FUND BY OBJECT
FISCAL YEAR 2010-11 PROPOSED BUDGET**

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
City of Memphis	\$ 1,999,633	\$ -
Shelby County	43,000,000	73,203,042
Federal Government	1,600,707	1,443,823
Other Local Sources	7,713,420	4,008,207
Total revenues	<u>54,313,760</u>	<u>78,655,072</u>
Expenditures		
Salaries	955,443	1,343,781
Employee Benefits	219,943	282,290
Professional Services	73,818,918	62,365,852
Property Maintenance Services	9,848	12,354
Contracted Services	43,967	172,754
Supplies & Materials	284,588	186,507
Travel	16,641	18,005
Furniture & Equipment	1,314,014	2,560,342
Other Objects	60	570
Total expenditures	<u>76,663,422</u>	<u>66,942,455</u>
Excess (deficiency) of revenues over expenditures	<u>(22,349,662)</u>	<u>11,712,617</u>
Beginning Fund Balance	121,717,438	99,367,776
Increase in reserve for encumbrance	-	11,120,326
Ending Fund Balance	<u>\$ 99,367,776</u>	<u>\$ 122,200,719</u>

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ -	\$ -	\$ -
43,221,529	23,742,000	12,271,698
13,509	12,408,423	46,741,046
2,503,321	700,000	-
<u>45,738,359</u>	<u>36,850,423</u>	<u>59,012,744</u>
1,705,479	1,541,234	1,641,224
452,538	448,344	491,910
65,626,035	103,749,185	92,174,132
9,957	21,169	22,000
9,475	114,287	20,000
485,096	724,857	133,100
21,392	52,294	27,000
2,033,392	8,468,099	3,897,500
98	1,693	1,400
<u>70,343,462</u>	<u>115,121,162</u>	<u>98,408,266</u>
(24,605,103)	(78,270,739)	(39,395,522)
122,200,719	121,411,260	43,140,521
23,815,644	-	-
<u>\$ 121,411,260</u>	<u>\$ 43,140,521</u>	<u>\$ 3,744,999</u>

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY****Project: 210 Facility Improvement**

Start Date: Sep-08

Estimated Completion Date: N/A

Description: 2007-08 funding to support department personnel, who are responsible for the design, management and completion of the replacement and upgrading of building systems equipment and life safety systems. Provides funding of small projects too small for Design & Construction, but too large for In-House Maintenance personnel.

Project Costs: \$2,883,816

Operating Budget Impact: Administrative costs necessary to design and execute projects related to maintenance, renovations and new construction.

Project: 217 Comprehensive Planning

Start Date: Sep-08

Estimated Completion Date: N/A

Description: Funding to support department personnel, who are responsible for the design, management and completion of new construction, renovations and ADA projects.

Project Costs: \$2,107,031

Operating Budget Impact: Administrative costs necessary to design and execute projects related to maintenance, renovations and new construction.

Project: 220 Kate Bond Middle – New

Start Date: Aug-09

Estimated Completion Date: Jun-11

Description: New construction at Kate Bond Middle. Project needed to alleviate overcrowding in the Southeast Region.

Project Costs: \$21,844,500

Operating Budget Impact: The operating budget will be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2011-12; non-routine expense.

Project: 221 Ross Elementary – 20 classroom addition

Start Date: Aug-09

Estimated Completion Date: Feb-11

Description: New Construction at Ross Elementary. Project needed to alleviate overcrowding at the school and the Southeast Region.

Project Costs: \$5,167,510

Operating Budget Impact: The operating budget may be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2011-12; non-routine expense. The increase in staffing at Ross may be offset with a decline in staffing at other schools.

Project: 223 Avon-Lenox Rehab

Start Date: Aug-09

Estimated Completion Date: May-11

Description: Rehabilitation/renovation of school for CDC population.

Project Costs: \$2,152,200

Operating Budget Impact: The operating budget may be impacted by utilities and increased maintenance costs when the school opens in fiscal year 2011-12; non-routine expense.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 223 Avon-Lenox Rehab Expanded**

Start Date: Aug-09

Estimated Completion Date: May-11

Description: Expanded rehabilitation/renovation of school for CDC population.

Project Costs: \$2,301,850

Operating Budget Impact: The operating budget may be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2011-12: non-routine expense.

Project: 224 Shelby Oaks Elementary – Roof

Start Date: Dec-10

Estimated Completion Date: Dec-10

Description: Roof and structural replacement.

Project Costs: \$1,474,006

Operating Budget Impact: Roofing emergency repair costs will be maintained at a lower level.

Project: 225 East High – Chillers & Pumps

Start Date: Dec-10

Estimated Completion Date: Apr-11

Description: Chiller and cooling tower replacement.

Project Costs: \$689,058

Operating Budget Impact: The operating budget will be positively impacted. The purchase of the new equipment will reduce the maintenance costs on older equipment.

Project: 226 Life Safety Upgrades

Start Date: Dec-10

Estimated Completion Date: Jul-11

Description: Fire alarm system upgrades.

Project Costs: \$1,537,400

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 227 Whitney HVAC

Start Date: Nov-10

Estimated Completion Date: Nov-11

Description: HVAC renovation

Project Costs: \$2,850,000

Operating Budget Impact: The operating budget will be positively impacted. The renovation is expected to reduce operating costs. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

Project: 228 Evans Elementary HVAC

Start Date: Jan-11

Estimated Completion Date: Sep-11

Description: HVAC equipment upgrades

Project Costs: \$1,827,000

Operating Budget Impact: The operating budget will be positively impacted. The upgrade is expected to reduce operating costs. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 229 Westside Middle HVAC**

Start Date: Dec-10

Estimated Completion Date: Jul-11

Description: HVAC equipment upgrades.

Project Costs: \$974,286

Operating Budget Impact: The operating budget will be positively impacted. The upgrade is expected to reduce operating costs. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

Project: 249 Wooddale High Addition

Start Date: Aug-09

Estimated Completion Date: July-10

Description: New construction for the Wooddale High additional classrooms.

Project Costs: \$6,500,000

Operating Budget Impact: The operating budget may be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2011-12; non-routine expense. The increase in staffing at Wooddale High may be offset with a decline in staffing at other schools.

Project: 250 Riverwood K-5

Start Date: Dec-07

Estimated Completion Date: Jul-10

Description: New construction at Riverwood K-5 school.

Project Costs: \$24,265,185

Operating Budget Impact: Fiscal year 2010-11 operating budget will be impacted by staffing, utilities and increased maintenance costs.

Project: 261 ADA Maintenance Improvements – Zone 1

Start Date: Dec-06

Estimated Completion Date: Feb-11

Description: Funding for ADA Deferred Maintenance projects in Zone 1.

Project Costs: \$2,178,560

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 262 ADA Maintenance Improvements – Zone 2

Start Date: Dec-06

Estimated Completion Date: Feb-11

Description: Funding for ADA Deferred Maintenance projects in Zone 2.

Project Costs: \$3,755,898

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 264 ADA Maintenance Improvements – Zone 4**

Start Date: Dec-06

Estimated Completion Date: Feb-11

Description: Funding for ADA Deferred Maintenance projects in Zone 4.

Project Costs: \$8,989,442

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 265 ADA Maintenance Improvements – Zone 5

Start Date: Dec-06

Estimated Completion Date: Feb-11

Description: Funding for ADA Deferred Maintenance projects in Zone 5.

Project Costs: \$2,153,882

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 268 Fairview Renovation Phase II

Start Date: Jul-09

Estimated Completion Date: Jun-12

Description: New construction to renovate Fairview (Phase II).

Project Costs: \$7,632,640

Operating Budget Impact: Increased utility costs will impact the operating budget.

Project: 268 Fairview Renovation Phase II

Start Date: Jul-09

Estimated Completion Date: Jun-12

Description: New construction to renovate Fairview (Phase II).

Project Costs: \$7,632,640

Operating Budget Impact: Increased utility costs will impact the operating budget.

Project: 270 Painting – Interior (Multiple Sites)

Start Date: Dec-06

Estimated Completion Date: Sept-10

Description: 2007-08 funding for interior painting of various school buildings.

Project Costs: \$1,131,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 271 Painting – Exterior (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: Aug-10

Description: 2007-08 funding for exterior painting of various school buildings.

Project Costs: \$793,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 279 Unforeseen Emergencies**

Start Date: Dec-06

Estimated Completion Date: Ongoing

Description: 2006-07 funding for unforeseen maintenance equipment replacement.

Project Costs: \$1,000,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 280 Window Replacements

Start Date: Dec-06

Estimated Completion Date: Sept-10

Description: 2006-07 funding for window replacements at multiple sites.

Project Costs: \$4,300,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 286 Painting – Exterior (Multiple Sites)

Start Date: Dec-06

Estimated Completion Date: Jul-10

Description: 2006-07 funding for exterior painting of various school buildings.

Project Costs: \$600,470

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 294 General (Multiple Sites)

Start Date: Sep-07

Estimated Completion Date: Oct-10

Description: 2007-08 funding for the upgrading of clock/bell, intercom and dimmer systems and the installation of special needs student classrooms at Trezevant High.

Project Costs: \$1,846,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 295 Outdoor Playgrounds & Stadiums (Multiple Sites)

Start Date: Sep-07

Estimated Completion Date: Mar-11

Description: 2007-08 funding to install playground equipment with fall-safe surfaces at various elementary schools, the resurfacing of John P. Freeman School Tennis Court and the installation of new lighting at Greenhill Stadium.

Project Costs: \$1,782,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 298 White Station High Renovation/Addition**

Start Date: Dec-07

Estimated Completion Date: Jun-12

Description: New construction for classroom additions at White Station High.

Project Costs: \$16,241,300

Operating Budget Impact: The operating budget may be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2011-12; non-routine expense.

Project: 299 ADA – Frayser Elementary, Kirby High & Raleigh-Egypt High

Start Date: Dec-07

Estimated Completion Date: 2012

Description: Funding for ADA Deferred Maintenance at Frayser Elementary, Kirby High and Raleigh-Egypt High.

Project Costs: \$1,419,842

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 333 Capital Maintenance – Unallocated FY 2005

Start Date: May-99

Estimated Completion Date: N/A

Description: N/A

Project Costs: \$2,210,058

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 339 ADA & Deferred Maintenance – Sherwood Elementary

Start Date: Oct-05

Estimated Completion Date: Jul-10

Description: Funding for ADA Deferred Maintenance at Sherwood Elementary.

Project Costs: \$782,460

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 340 ADA & Deferred Maintenance – Double Tree

Start Date: Oct-05

Estimated Completion Date: Jul-10

Description: Funding for ADA Deferred Maintenance at Double Tree.

Project Costs: \$583,050

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 341 ADA & Deferred Maintenance – Riverview Middle

Start Date: Oct-05

Estimated Completion Date: Jul-10

Description: Funding for ADA Deferred Maintenance at Riverview Middle.

Project Costs: \$1,118,674

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 346 ADA Georgian Hills Middle**

Start Date: May-06

Estimated Completion Date: Jun-11

Description: Funding for ADA Deferred Maintenance at Georgian Hills Middle.

Project Costs: \$2,200,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 347 ADA & Deferred – Klondike Elementary

Start Date: Oct-05

Estimated Completion Date: Feb-11

Description: Funding for ADA Deferred Maintenance at Klondike.

Project Costs: \$389,620

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 348 Life Safety – Fire Alarms (Multiple Sites)

Start Date: Sep-07

Estimated Completion Date: Sep-10

Description: 2007-08 funding for the replacement of fire alarm systems at Overton High, Crump Elementary and Richland Elementary.

Project Costs: \$411,000

Operating Budget Impact: Funding necessary to ensure fire safety compliance.

Project: 349 ADA JP Freeman Middle

Start Date: May-06

Estimated Completion Date: Jul-10

Description: Funding for ADA Deferred Maintenance for J.P. Freeman Middle.

Project Costs: \$430,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 350 ADA Oakhaven Elementary

Start Date: May-06

Estimated Completion Date: Jul-10

Description: Funding for ADA Deferred Maintenance at Oakhaven Elementary.

Project Costs: \$300,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 351 ADA Ross Elementary

Start Date: May-06

Estimated Completion Date: Jul-10

Description: Funding for ADA Deferred Maintenance at Ross Elementary.

Project Costs: \$300,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 371 Window Replacements (Multiple Sites)**

Start Date: Sept-07

Estimated Completion Date: Jul-11

Description: 2007-08 funding for window replacements at multiple sites.

Project Costs: \$3,630,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 372 Renovation of TTC

Start Date: Dec-09

Estimated Completion Date: Oct-11

Description: Renovation of Gragg Auditorium for IT administrative office space.

Project Costs: \$1,300,148

Operating Budget Impact: N/A

Project: 373 Mechanical Boilers & Air Conditioning (Multiple Sites)

Start Date: Sep-07

Estimated Completion Date: Oct-10

Description: 2007-08 funding for the upgrading of HVAC equipment and systems.

Project Costs: \$6,569,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 388 ADA & Deferred Maintenance – Raleigh-Bartlett Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Raleigh-Bartlett Elementary.

Project Costs: \$660,215

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 389 ADA & Deferred Maintenance – Cherokee Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Cherokee Elementary.

Project Costs: \$2,397,624

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 390 ADA & Deferred Maintenance – Willow Oaks Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Willow Oaks Elementary.

Project Costs: \$2,246,617

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 391 ADA & Deferred Maintenance – Treadwell Elementary**

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Treadwell Elementary.

Project Costs: \$570,550

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 392 ADA & Deferred Maintenance – Lakeview Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Lakeview Elementary.

Project Costs: \$482,770

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 393 ADA & Deferred Maintenance – Westhaven Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Westhaven Elementary.

Project Costs: \$453,143

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 394 ADA & Deferred Maintenance – Westwood Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Westwood Elementary.

Project Costs: \$550,323

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 395 ADA & Deferred Maintenance – Corning Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Corning Elementary.

Project Costs: \$831,956

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

Project: 396 ADA & Deferred Maintenance – Vollentine Elementary

Start Date: Oct-05

Estimated Completion Date: TBD

Description: Funding for ADA Deferred Maintenance at Vollentine Elementary.

Project Costs: \$1,512,963

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (cont'd)****PROJECT SUMMARY (cont'd)****Project: 399 Reroofing (Multiple Sites)**

Start Date: Sept-07

Estimated Completion Date: Nov-10

Description: 2007-08 funding to replace roofs at various locations.

Project Costs: \$2,120,000

Operating Budget Impact: Roofing emergency repair costs will be maintained at a lower level.

Project: Craigmont High HVAC

Start Date: TBD

Estimated Completion Date: TBD

Description: Replace all HVAC equipment and controls.

Project Costs: \$3,289,859

Operating Budget Impact: The operating budget will be positively impacted. The replacement is expected to reduce operating costs. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

Project: Cromwell Elementary/Renovation

Start Date: TBD

Estimated Completion Date: Jul-12

Description: 16 classroom addition and renovation

Project Costs: \$6,603,000

Operating Budget Impact: The operating budget may be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2012-13; non-routine expense. The increase in staffing at Cromwell may be offset with a decline in staffing at other schools.

Project: Denver Elementary School

Start Date: TBD

Estimated Completion Date: Jul-12

Description: 20 classroom addition and renovations.

Project Costs: \$7,884,447

Operating Budget Impact: The operating budget may be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2012-13; non-routine expense. The increase in staffing at Denver may be offset with a decline in staffing at other schools.

Project: Grandview Hts. Elementary

Start Date: TBD

Estimated Completion Date: TBD

Description: Construct new gymnasium, auditorium, digital science lab and restrooms.

Project Costs: \$1,668,525

Operating Budget Impact: The operating budget will be impacted with increased utilities.

Project: Guthrie Elementary

Start Date: TBD

Estimated Completion Date: TBD

Description: Construct new gymnasium

Project Costs: \$396,112

Operating Budget Impact: Funding necessary for new construction of the new gymnasium.

IV. GOVERNMENTAL FUNDS (cont'd)**C. CAPITAL PROJECTS FUND (concl'd)****PROJECT SUMMARY (concl'd)****Project: New SE Elementary**

Start Date: TBD

Estimated Completion Date: Jul-12

Description: New SE Elementary (900 capacity) – reduces overcrowding/busing, enables pre-K & Optional growth, eliminates use of 8 portable classrooms.

Project Costs: \$24,104,343

Operating Budget Impact: The operating budget will be impacted by staffing, utilities and increased maintenance costs when the school opens in fiscal year 2012-13; non-routine expense.

Project: Various Deferred Maintenance

Start Date: N/A

Estimated Completion Date: N/A

Description: N/A

Project Costs: \$1,093,620

Operating Budget Impact: N/A

Project: Whitehaven High HVAC

Start Date: TBD

Estimated Completion Date: TBD

Description: Replace all HVAC piping, equipment and controls in Buildings "C" and "D".

Project Costs: \$1,579,447

Operating Budget Impact: The operating budget will be positively impacted. The replacement is expected to reduce operating costs. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

Project: Willow Oaks HVAC

Start Date: TBD

Estimated Completion Date: TBD

Description: Remove all hydronic piping, modify domestic water piping, increase electrical service for new heat pumps and replace self-contained ventilator units with heat pumps. Install sprinkler and fire alarm systems.

Project Costs: \$3,090,647

Operating Budget Impact: The operating budget will be positively impacted. The project is expected to reduce operating costs. The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system.

IV. GOVERNMENTAL FUNDS (cont'd)

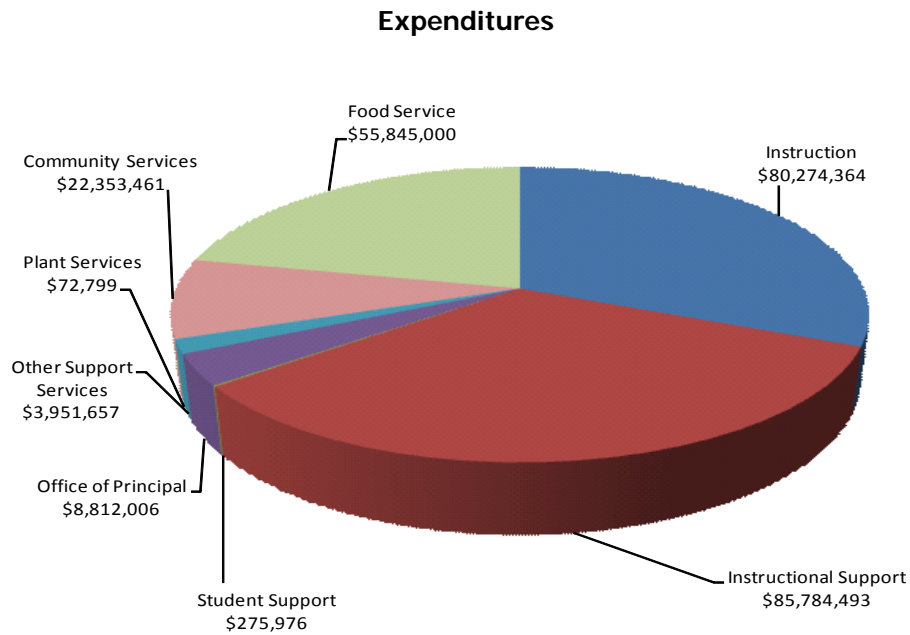
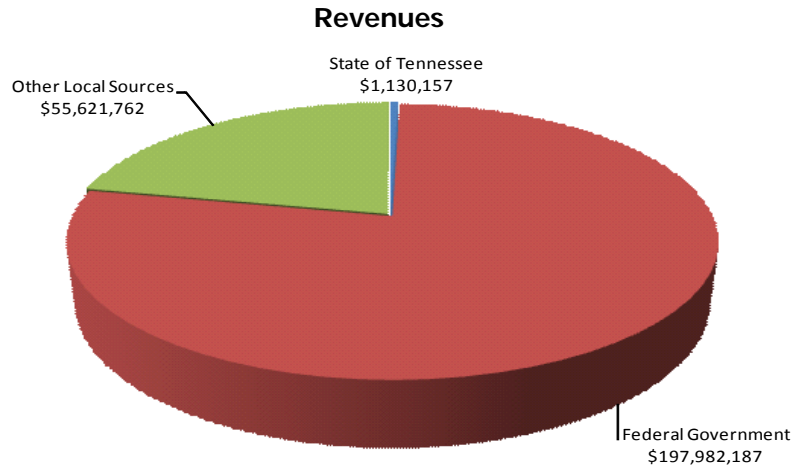
D. SPECIAL REVENUE FUNDS



IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

2010-11 SPECIAL REVENUE FUNDS





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IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

SPECIAL REVENUE FUNDS BY FUNCTION

FISCAL YEAR 2010-11 PROPOSED BUDGET

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
State of Tennessee	\$ 8,063,699	\$ 11,115,668
Federal Government	135,350,461	155,997,684
Other Local Sources	31,080,350	25,779,153
Total revenues	<u>174,494,510</u>	<u>192,892,505</u>
Expenditures		
Current:		
Instruction	105,954,570	94,182,286
Instructional Support	900,523	25,159,012
Student Support	270,207	3,739,447
Office of Principal	6,020,000	3,756,996
Other Support Services	7,291,650	2,411,997
Student Transportation	-	1,552,687
Plant Services	170,475	78,038
Community Service	133,253	12,560,767
Food Service	53,650,982	47,873,580
Total expenditures	<u>174,391,660</u>	<u>191,314,810</u>
Excess (deficiency) of revenues over expenditures	<u>102,850</u>	<u>1,577,695</u>
Beginning Fund Balance	15,414,879	15,517,729
Increase (decrease) in reserve for encumbrance	-	(3,403,180)
Ending Fund Balance	<u>\$ 15,517,729</u>	<u>\$ 13,692,244</u>

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 15,090,608	\$ 1,711,647	\$ 1,130,157
147,525,503	159,859,079	197,982,187
41,237,751	29,287,325	55,621,762
<u>203,853,862</u>	<u>190,858,051</u>	<u>254,734,106</u>
85,323,255	88,911,964	80,274,364
20,293,170	12,429,497	85,784,493
6,192,868	1,706,455	275,976
7,295,140	4,537,664	8,812,006
2,487,578	2,731,377	3,951,657
395,292	5,480,956	-
616,712	-	72,799
19,341,109	19,545,576	22,353,461
48,279,208	56,050,000	55,845,000
<u>190,224,332</u>	<u>191,393,489</u>	<u>257,369,756</u>
<u>13,629,530</u>	<u>(535,438)</u>	<u>(2,635,650)</u>
13,692,244	29,398,106	28,862,668
2,076,332	-	-
<u>\$ 29,398,106</u>	<u>\$ 28,862,668</u>	<u>\$ 26,227,018</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****SPECIAL REVENUE FUNDS BY OBJECT****FISCAL YEAR 2010-11 PROPOSED BUDGET**

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
State of Tennessee	\$ 8,063,699	\$ 11,115,668
Federal Government	135,350,461	155,997,684
Other Local Sources	31,080,350	25,779,153
Total revenues	174,494,510	192,892,505
Expenditures		
Salaries	77,745,018	87,291,191
Employee Benefits	20,785,772	22,473,308
Professional Services	16,590,703	20,665,140
Property Maintenance Services	5,520,100	2,693,329
Contracted Services	8,399,103	7,574,484
Supplies & Materials	31,562,180	37,667,575
Travel	1,514,470	2,109,714
Furniture & Equipment	8,621,365	12,212,454
Other Objects	3,652,949	(1,372,385)
Total expenditures	174,391,660	191,314,810
Excess (deficiency) of revenues over expenditures	102,850	1,577,695
Beginning Fund Balance	15,414,879	15,517,729
Increase (decrease) in reserve for encumbrance	-	(3,403,180)
Ending Fund Balance	\$ 15,517,729	\$ 13,692,244

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 15,090,608	\$ 1,711,647	\$ 1,130,157
147,525,503	159,859,079	197,982,187
41,237,751	29,287,325	55,621,762
<u>203,853,862</u>	<u>190,858,051</u>	<u>254,734,106</u>
91,116,095	82,110,467	94,274,957
22,787,166	23,542,387	26,605,086
22,092,786	24,486,667	54,072,086
3,109,250	3,136,714	7,177,456
8,451,136	11,821,799	14,107,381
34,107,344	33,554,755	43,796,873
2,014,935	1,635,961	3,206,980
9,528,621	7,941,264	8,624,003
(2,983,001)	3,163,475	5,504,934
<u>190,224,332</u>	<u>191,393,489</u>	<u>257,369,756</u>
13,629,530	(535,438)	(2,635,650)
13,692,244	29,398,106	28,862,668
2,076,332	-	-
<u>\$ 29,398,106</u>	<u>\$ 28,862,668</u>	<u>\$ 26,227,018</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****ALL SPECIAL REVENUE FUNDS BY FUNCTION
FISCAL YEAR 2010-11 PROPOSED BUDGET**

	Categorically- Aided Funds	Food Service Fund	Total Special Revenue Funds
Revenues			
State of Tennessee	\$ 530,157	\$ 600,000	\$ 1,130,157
Federal Government	154,451,332	43,530,855	197,982,187
Other Local Sources	43,907,617	11,714,145	55,621,762
Total revenues	<u>198,889,106</u>	<u>55,845,000</u>	<u>254,734,106</u>
Expenditures			
Instruction	80,274,364	-	80,274,364
Instructional Support	85,784,493	-	85,784,493
Student Support	275,976	-	275,976
Office of Principal	8,812,006	-	8,812,006
Other Support Services	3,951,657	-	3,951,657
Plant Services	72,799	-	72,799
Community Service	22,353,461	-	22,353,461
Food Service	-	55,845,000	55,845,000
Total expenditures	<u>201,524,756</u>	<u>55,845,000</u>	<u>257,369,756</u>
Excess (deficiency) of revenues over expenditures	<u>(2,635,650)</u>	<u>-</u>	<u>(2,635,650)</u>
Beginning Fund Balance	14,802,051	14,060,617	28,862,668
Ending Fund Balance	<u>\$ 12,166,401</u>	<u>\$ 14,060,617</u>	<u>\$ 26,227,018</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

ALL SPECIAL REVENUE FUNDS BY OBJECT FISCAL YEAR 2010-11 PROPOSED BUDGET

	<u>Categorically- Aided Funds</u>	<u>Food Service Fund</u>	<u>Total Special Revenue Funds</u>
Revenues			
State of Tennessee	\$ 530,157	\$ 600,000	\$ 1,130,157
Federal Government	154,451,332	43,530,855	197,982,187
Other Local Sources	43,907,617	11,714,145	55,621,762
Total revenues	<u>198,889,106</u>	<u>55,845,000</u>	<u>254,734,106</u>
Expenditures			
Salaries	73,712,915	20,562,042	94,274,957
Employee Benefits	20,381,562	6,223,524	26,605,086
Professional Services	53,737,086	335,000	54,072,086
Property Maintenance Services	4,852,456	2,325,000	7,177,456
Contracted Services	13,353,961	753,420	14,107,381
Supplies & Materials	20,043,859	23,753,014	43,796,873
Travel	3,096,980	110,000	3,206,980
Furniture & Equipment	6,889,003	1,735,000	8,624,003
Other Objects	5,456,934	48,000	5,504,934
Total expenditures	<u>201,524,756</u>	<u>55,845,000</u>	<u>257,369,756</u>
Excess (deficiency) of revenues over expenditures	<u>(2,635,650)</u>	<u>-</u>	<u>(2,635,650)</u>
Beginning Fund Balance	<u>14,802,051</u>	<u>14,060,617</u>	<u>28,862,668</u>
Ending Fund Balance	<u><u>\$ 12,166,401</u></u>	<u><u>\$ 14,060,617</u></u>	<u><u>\$ 26,227,018</u></u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS BY FUNCTION
FISCAL YEAR 2010-11 PROPOSED BUDGET**

	Fund 4	Fund 6	Total Categorically-Aided Funds
Revenues			
State of Tennessee	\$ 530,157	\$ -	\$ 530,157
Federal Government	-	154,451,332	154,451,332
Other Local Sources	43,907,617	-	43,907,617
Total revenues	<u>44,437,774</u>	<u>154,451,332</u>	<u>198,889,106</u>
Expenditures			
Instruction	4,911,990	75,362,374	80,274,364
Instructional Support	21,894,131	63,890,362	85,784,493
Student Support	155,145	120,831	275,976
Office of Principal	8,812,006	-	8,812,006
Other Support Services	3,951,657	-	3,951,657
Plant Services	72,799	-	72,799
Community Service	7,275,696	15,077,765	22,353,461
Total expenditures	<u>47,073,424</u>	<u>154,451,332</u>	<u>201,524,756</u>
Excess (deficiency) of revenues over expenditures	<u>(2,635,650)</u>	<u>-</u>	<u>(2,635,650)</u>
Beginning Fund Balance	14,802,051	-	14,802,051
Ending Fund Balance	<u>\$ 12,166,401</u>	<u>\$ -</u>	<u>12,166,401</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS BY OBJECT FISCAL YEAR 2010-11 PROPOSED BUDGET

	<u>Fund 4</u>	<u>Fund 6</u>	<u>Total Categorically-Aided Funds</u>
Revenues			
State of Tennessee	\$ 530,157	\$ -	\$ 530,157
Federal Government	-	154,451,332	154,451,332
Other Local Sources	43,907,617	-	43,907,617
Total revenues	<u>44,437,774</u>	<u>154,451,332</u>	<u>198,889,106</u>
Expenditures			
Salaries	10,611,716	63,101,199	73,712,915
Employee Benefits	1,991,538	18,390,024	20,381,562
Professional Services	20,101,292	33,635,794	53,737,086
Property Maintenance Services	4,731,025	121,431	4,852,456
Contracted Services	5,982,792	7,371,169	13,353,961
Supplies & Materials	2,199,888	17,843,971	20,043,859
Travel	195,055	2,901,925	3,096,980
Furniture & Equipment	1,257,188	5,631,815	6,889,003
Other Objects	2,930	5,454,004	5,456,934
Total expenditures	<u>47,073,424</u>	<u>154,451,332</u>	<u>201,524,756</u>
Excess (deficiency) of revenues over expenditures	<u>(2,635,650)</u>	<u>-</u>	<u>(2,635,650)</u>
Beginning Fund Balance	14,802,051	-	14,802,051
Ending Fund Balance	<u>\$ 12,166,401</u>	<u>\$ -</u>	<u>\$ 12,166,401</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS

NON-FEDERAL PROGRAMS – FUND 4 BY FUNCTION

FISCAL YEAR 2010-11 PROPOSED BUDGET

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
State of Tennessee	\$ 968,614	\$ 1,368,857
Other Local Sources	17,894,292	15,245,023
Total revenues	<u>18,862,906</u>	<u>16,613,880</u>
Expenditures		
Current:		
Instruction	3,407,496	8,311,977
Instructional Support	34,746	991,889
Student Support	9,217	127,561
Office of Principal	6,020,000	3,756,996
Other Support Services	7,291,650	2,411,997
Plant Services	170,475	78,038
Community Service	14,299	1,347,870
Food Service	740,451	-
Total expenditures	<u>17,688,334</u>	<u>17,026,328</u>
Excess (deficiency) of revenues over expenditures	<u>1,174,572</u>	<u>(412,448)</u>
Beginning Fund Balance	3,729,746	4,904,318
Increase (decrease) in reserve for encumbrance	-	(102,858)
Ending Fund Balance	<u>\$ 4,904,318</u>	<u>\$ 4,389,012</u>

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 2,772,788	\$ 1,111,647	\$ 530,157
29,014,445	17,322,705	43,907,617
<u>31,787,233</u>	<u>18,434,352</u>	<u>44,437,774</u>
2,712,214	3,396,544	4,911,990
672,110	734,594	21,894,131
2,067,077	1,706,455	155,145
7,295,140	4,537,664	8,812,006
2,487,578	2,731,377	3,951,657
616,712	-	72,799
6,438,953	5,863,156	7,275,696
-	-	-
<u>22,289,784</u>	<u>18,969,790</u>	<u>47,073,424</u>
9,497,449	(535,438)	(2,635,650)
4,389,012	15,337,489	14,802,051
1,451,028	-	-
<u>\$ 15,337,489</u>	<u>\$ 14,802,051</u>	<u>\$ 12,166,401</u>

IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS

NON-FEDERAL PROGRAMS – FUND 4 BY OBJECT

FISCAL YEAR 2010-11 PROPOSED BUDGET

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
State of Tennessee	\$ 968,614	\$ 1,368,857
Other Local Sources	17,894,292	15,245,023
Total revenues	<u>18,862,906</u>	<u>16,613,880</u>
Expenditures		
Salaries	9,351,454	7,425,268
Employee Benefits	(1,844,133)	1,669,086
Professional Services	755,872	1,832,295
Property Maintenance Services	1,215,818	363,137
Contracted Services	6,159,575	4,057,735
Supplies & Materials	1,050,388	778,030
Travel	52,425	88,022
Furniture & Equipment	937,747	802,465
Other Objects	9,188	10,290
Total expenditures	<u>17,688,334</u>	<u>17,026,328</u>
Excess (deficiency) of revenues over expenditures	<u>1,174,572</u>	<u>(412,448)</u>
Beginning Fund Balance	3,729,746	4,904,318
Increase (decrease) in reserve for encumbrance	-	(102,858)
Ending Fund Balance	<u>\$ 4,904,318</u>	<u>\$ 4,389,012</u>

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 2,772,788	\$ 1,111,647	\$ 530,157
29,014,445	17,322,705	43,907,617
<u>31,787,233</u>	<u>18,434,352</u>	<u>44,437,774</u>
8,220,542	6,132,247	10,611,716
1,199,472	1,291,086	1,991,538
2,725,411	2,341,897	20,101,292
280,520	671,714	4,731,025
6,465,745	5,050,243	5,982,792
1,559,211	1,843,762	2,199,888
137,342	119,906	195,055
1,569,454	1,260,235	1,257,188
132,087	258,700	2,930
<u>22,289,784</u>	<u>18,969,790</u>	<u>47,073,424</u>
9,497,449	(535,438)	(2,635,650)
4,389,012	15,337,489	14,802,051
1,451,028	-	-
<u>\$ 15,337,489</u>	<u>\$ 14,802,051</u>	<u>\$ 12,166,401</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)**

**Memphis City Schools
2010-11
Fund 4 Summary by Project**

**Memphis City Schools
2010 -2011
Special Revenue Fund 4**

Project Name	2010-11 Budget	Positions
AAA Baseball	\$ 36,661	-
Adopt-A-School	14,833	-
After-School Child Care	5,120,842	46.50
Audio/Visual Services	24,828	-
Auto Mechanics State Project	30,919	-
Chemistry Professional Development	30,405	-
Communication Sponsorship	27,694	-
Connect TN	526,580	-
Disaster Preparedness	10,979	-
Disproportionate Minority Contact	45,287	-
E P I C	390,888	2.00
Early College Transition Grant	99,401	0.40
E-Rate Abatement	3,836,692	-
E-Rate USAC	4,448,734	-
First Robotics Team	1,308	-
Head Start Observation Program	25,000	-
Homeless Children & Youth	8,770	-
IMLS Laura Bush Librarian Program	13,297	-
MCS Mental Health Records	22,970	-
Met Research Study - BMGF	470,196	3.00
MIAA Dues And Fines	20,000	-
MIAA Sponsorship	2,057	-
Microsoft Class Action Settlement	774,020	-
Microsoft General Purpose	956,714	-
Printing Abatement	933,954	-
Printing Services	1,476,219	7.00
Research, Evaluation and Assessment	157,750	2.00
School Age Child Care	247,654	2.95
School Age Child Care Snacks	435,262	-
School Health Clinic	100,000	1.00
School Services	3,025,668	12.00
Security - Ancillary Services	61,820	-
Shelby County Head Start Program	1,200,000	-
Shelby Metro Basketball FY2011	200,000	-
State Farm Driver Safety Grant	26,507	-
Supply Chain Management	999,932	18.00
Teacher Effectiveness Initiative	21,150,033	23.00
Tech Crew	2,000	-
Tower Leases	30,000	-
Toyota Family Literacy Program	78,550	-
Very Special Arts Festival	4,000	-
WQOX	5,000	-
Total	\$ 47,073,424	117.85

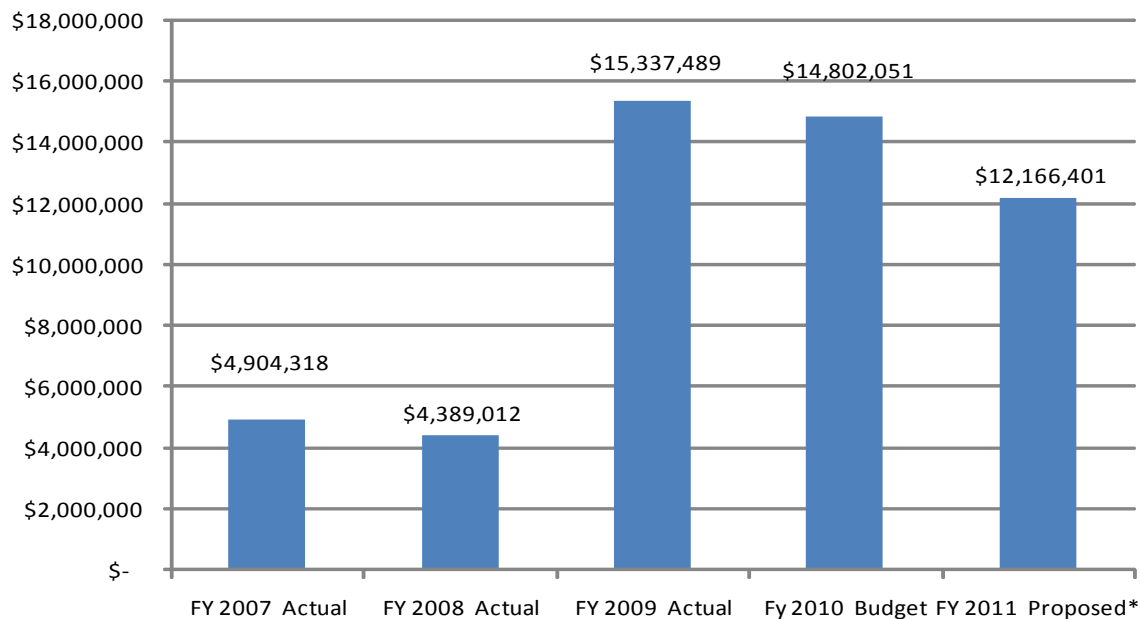
IV. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

SIGNIFICANT CHANGES IN THE NON-FEDERAL PRRGRAMS FUND BALANCE

The 2010-11 Non-Federal Programs Fund 4 fund balance decreased by \$2,635,650 from the previous year. The fund balance in this fund is restricted and is either reserved for future program needs or encumbered commitments. Revenues and expenditures increased by \$26.0 million and \$28.1 million, respectively. The use of fund balance is carryover from the prior year as some of the grants are multi-year grants that cross fiscal years.

**Memphis City Schools
Special Revenue Fund Balance
Non-Federal Programs Fund 4**



**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS****FEDERAL PROGRAMS – FUND 6 BY FUNCTION****FISCAL YEAR 2010-11 PROPOSED BUDGET****With Comparative Information for Fiscal Years 2006-07 through 2009-10**

	2006-07	2007-08
	Actual	Actual
Revenues		
State of Tennessee	\$ 6,486,151	\$ 9,166,309
Federal Government	96,402,953	116,478,694
Other Local Sources	903,691	769,899
Total revenues	103,792,795	126,414,902
Expenditures		
Current:		
Instruction	102,547,074	85,870,309
Instructional Support	865,777	24,167,123
Student Support	260,990	3,611,886
Student Transportation	-	1,552,687
Community Service	118,954	11,212,897
Total expenditures	103,792,795	126,414,902
Beginning Fund Balance	-	-
Ending Fund Balance	\$ -	\$ -

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 11,766,911	\$ -	\$ -
106,446,365	116,373,699	154,451,332
1,442,064	-	-
<u>119,655,340</u>	<u>116,373,699</u>	<u>154,451,332</u>
82,611,041	85,515,420	75,362,374
19,621,060	11,694,903	63,890,362
4,125,791	-	120,831
395,292	5,480,956	-
12,902,156	13,682,420	15,077,765
<u>119,655,340</u>	<u>116,373,699</u>	<u>154,451,332</u>
-	-	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS****FEDERAL PROGRAMS – FUND 6 BY OBJECT****FISCAL YEAR 2010-11 PROPOSED BUDGET**

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07	2007-08
	Actual	Actual
Revenues		
State of Tennessee	\$ 6,486,151	\$ 9,166,309
Federal Government	96,402,953	116,478,694
Other Local Sources	903,691	769,899
Total revenues	103,792,795	126,414,902
Expenditures		
Salaries	48,512,906	60,032,150
Employee Benefits	16,825,298	15,016,557
Professional Services	15,223,343	18,191,166
Property Maintenance Services	338,653	388,181
Contracted Services	1,469,176	2,602,020
Supplies & Materials	10,575,625	15,197,027
Travel	1,380,098	1,946,357
Furniture & Equipment	5,874,482	11,033,072
Other Objects	3,593,214	2,008,372
Total expenditures	103,792,795	126,414,902
Beginning Fund Balance	-	-
Ending Fund Balance	\$ -	\$ -

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 11,766,911	\$ -	\$ -
106,446,365	116,373,699	154,451,332
1,442,064	-	-
<u>119,655,340</u>	<u>116,373,699</u>	<u>154,451,332</u>
64,176,897	55,483,138	63,101,199
16,146,277	16,210,783	18,390,024
18,747,728	21,604,770	33,635,794
397,928	240,000	121,431
1,208,838	6,056,556	7,371,169
8,829,773	7,651,593	17,843,971
1,791,277	1,406,055	2,901,925
7,495,067	4,856,029	5,631,815
861,555	2,864,775	5,454,004
<u>119,655,340</u>	<u>116,373,699</u>	<u>154,451,332</u>
-	-	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)**

**Memphis City School
2010-11
Fund 6 Summary by Project**

Project Name	2010-11 Budget	Positions
Early Childhood Education Pilot/State	9,725,179	79.00
Education Jobs Fund	11,500,000	143.00
Even Start - Parents and Children Learning	225,000	3.00
Exceptional Children Vocational Rehabilitation	68,000	2.00
Exceptional Children Idea Discretionary	164,000	2.00
First to the Top	17,231,572	67.00
Foreign Language Assistance (FLAP II)	279,648	-
Foreign Language Assistance (FLAP III)	271,420	-
Funds for Economically Disadvantaged Children	1,668,090	-
Gear-Up	800,000	6.50
IDEA, Part B	24,469,702	769.00
Improving the Health & Well Being of Young People	284,387	2.70
L.E.A.P.	1,316,000	0.95
Learn & Serve	70,000	-
Memphis Career Connection	500,000	2.00
Preschool Incentive Program	156,380	4.00
Primetime IV	700,000	0.95
Primetime V	400,000	0.30
School Leadership Grant	592,056	0.50
Title I - School Improvement	7,600,000	35.00
Tenn. DHS - Families First	238,338	6.50
Title II - Part A	8,468,887	52.00
Title II - Part D	215,072	2.00
Title III - Part A	1,154,410	27.50
Title I - Part A	61,579,008	536.00
Title X - Homeless	106,320	1.00
Vocational Program Improvement	3,067,863	10.00
WIN Employment/Trng In School	600,000	4.00
WIN Employment/Trng Out-of-School	1,000,000	10.00
Total	\$ 154,451,332	1,766.90

IV. GOVERNMENTAL FUNDS (cont'd)**D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE DEPARTMENT OVERVIEW**

Calvin Johnson, Interim Director

MISSION STATEMENT:

Provide every child with nutritious meals to create a foundation for healthy minds and bodies.

STRATEGIC GOALS:

Student achievement: accelerate the academic performance of all students. Accountability: establish a holistic accountability system that evaluates the academic, operations and fiscal performance of the District. Healthy youth development: create a school community that promotes student leadership and healthy youth development.

ISSUES & TRENDS:

The Food Service Department is responsible for all District cafeterias and charter school meal service. Daily meal service includes approximately 37,000 breakfasts through the National School Breakfast Program and 75,000 lunches via the National School Lunch Program. The United States Department of Agriculture (USDA), through the Tennessee Department of Education, reimburses the Division on a monthly basis for all eligible meals served to students. Breakfast is free to all students regardless of income; however, "lunch service is based on income." The Division also participates in the Summer Food Service program, serving over a million free meals each summer.

The budget for the Division is \$56 million. The division has a central kitchen and is a self-supporting entity of the District.

The Division has four areas. Those areas are (1) school operations, (2) warehousing, (3) production and (4) menu planning, equipment and technology. The accounting team reports to the director. Together these teams are responsible for the ordering of food, supplies and cafeteria equipment; the designing of new and renovated cafeterias; preparation of breakfast and lunch meals including special diets; accountability of funds; employee training and nutrition education; and warehousing and distribution of food and supplies to all school cafeterias.

There are over one thousand employees in the Division. The Division continues to strive to provide high-quality meals for all students while remaining financially stable. Our goal is to be a financially successful school nutrition program that promotes student wellness and supports academic achievement.

FISCAL YEAR 2009-10 PERFORMANCE HIGHLIGHTS:

The primary source of revenue for the Division of Nutrition Services is student meals. Student participation remained fairly consistent compared with the 2008-09 school year. However, due to some changes in the operation, the Division was able to decrease food costs by sixteen percent from the 2008 school year to the 2009 school year. Due to some operational changes, the Division was able to decrease labor costs by \$1.4 million from 2008 to 2009. One of the primary goals of the Division is to increase student participation. This will be accomplished by continuously evaluating our menus and feedback from our customers.

IV. GOVERNMENTAL FUNDS (cont'd)**D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE DEPARTMENT OVERVIEW (cont'd)****FISCAL YEAR 2010-11 BUDGET HIGHLIGHTS:**

The largest categories for the Nutrition Services budget, includes salaries and food. Salaries for the 2010-11 budget are expected to increase approximately five percent over the previous year. Overall, the expenditures for food costs are expected to increase by six percent for the next fiscal year.

In an effort to control labor costs, Nutrition Services supervisors will closely monitor the staffing levels at each school. Staffing will be based on meals per labor hours. Overtime will be closely monitored and must be approved by the appropriate supervisor. A few Central Nutrition Center (CNC) positions that are currently being held by temporary employees will be posted and filled. Some of the new positions needed include: two culinary managers and a mechanic. The culinary manager positions will have a culinary background and will work at the CNC to test and develop new recipes. They will also go out to schools to work with other managers on garnishing food products and training. The goal is to help enhance the taste and appearance of the items that we serve. The in-house mechanic will be used to help defray the expenses that we are currently spending on vehicle/equipment repair.

FOOD SERVICE'S UPDATES:

Since the 2008-09 school year, the Division of Nutrition Services has undergone some changes. The Division is in the process of completing a Request for Proposal for a new food service systems software package. The current technology software has been utilized by Nutrition Services for over fifteen years. Additionally, our cafeterias have been utilizing the same computers for more than eight years. In an effort to improve efficiencies, enhance our services and have better access to needed data, the purchase of new technology is critical. It is expected that by March 2010, a new system will have been selected. The upfront costs for this enhancement could be as much as \$800,000 for the first year. Thereafter, the estimated annual costs for maintenance are expected to be up to \$300,000.

During the 2009-10 school year, the Division received \$191,000 in ARRA funding to purchase a sealing machine. The goal for this machine was to produce salads at the CNC for distribution to MCS cafeterias. In November 2009, the salad roll-out to schools began. We have experienced very positive feedback from students and staff on the prepackaged salads. By the end of the school year, all schools will be receiving salads.

Nutrition Services applied for and was granted funding for the USDA, Fresh Fruit and Vegetable Program. The USDA is providing \$291,000 for twelve schools to offer fresh fruits and vegetables to students at times other than breakfast and lunch. The students and staff have been excited to receive products such as kiwi, sweet potato sticks, asparagus and fresh blueberries.

We all know that breakfast is the most important meal of the day. However, only 35 percent of MCS students consume breakfast at school (although it is offered free to all students). One of the Division's goals is to increase breakfast participation by at least twenty percent. In an effort to accomplish this goal, the Division's director partnered with the principal at Hawkins Mill Elementary in October 2009 to pilot Breakfast in the Classroom (BIC). Breakfast participation increased by 50 percent at this location. To showcase the success of this program and to try to encourage BIC in other MCS locations, the Division's director applied for a Silent Hero Grant. The grant was awarded in January 2010. The \$10,000 in grant funding will allow us to enhance the BIC program at Hawkins Mill and market the program to other locations.

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE DEPARTMENT OVERVIEW (concl'd)****Revenue Sources for 2009-10:**

Approximately 78 percent of program revenue for the Division of Nutrition Services is generated from USDA reimbursement for meals served under the National School Lunch Program and School Breakfast Programs. The USDA Commodity Food Distribution Program provides another three percent of the program revenues. Local revenue sources were generated primarily from user fees, such as a la carte sales. Funds from the Summer Food Service Program account for another four percent of revenue. The Division also receives some State matching funds.

Revenue Sources for 2010-11:

Revenue sources for the school year will be similar to the prior year. We do expect at least a five percent increase in revenue due to a reimbursement rate increase and an increase in the number of meals served.

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE FUND BY FUNCTION****FISCAL YEAR 2010-11 PROPOSED BUDGET**

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
State of Tennessee	\$ 608,934	\$ 580,502
Federal Government	38,947,508	39,518,990
Other Local Sources	12,282,367	9,764,231
Total revenues	<u>51,838,809</u>	<u>49,863,723</u>
Expenditures		
Current:		
Food Service	52,910,531	47,873,580
Total expenditures	<u>52,910,531</u>	<u>47,873,580</u>
Excess (deficiency) of revenues over expenditures	<u>(1,071,722)</u>	<u>1,990,143</u>
Beginning Fund Balance	11,685,133	10,613,411
Increase (decrease) in reserve for encumbrance	-	(3,300,322)
Ending Fund Balance	<u>\$ 10,613,411</u>	<u>\$ 9,303,232</u>

2008-09 Actual	2009-10 Adopted Budget	2010-11 Adopted Budget
\$ 550,909	\$ 600,000	\$ 600,000
41,079,138	43,485,380	43,530,855
10,781,242	11,964,620	11,714,145
<u>52,411,289</u>	<u>56,050,000</u>	<u>55,845,000</u>
<u>48,279,208</u>	<u>56,050,000</u>	<u>55,845,000</u>
<u>48,279,208</u>	<u>56,050,000</u>	<u>55,845,000</u>
<u>4,132,081</u>	<u>-</u>	<u>-</u>
9,303,232	14,060,617	14,060,617
625,304	-	-
<u>\$ 14,060,617</u>	<u>\$ 14,060,617</u>	<u>\$ 14,060,617</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****FOOD SERVICE FUND BY OBJECT****FISCAL YEAR 2010-11 PROPOSED BUDGET**

With Comparative Information for Fiscal Years 2006-07 through 2009-10

	2006-07 Actual	2007-08 Actual
Revenues		
State of Tennessee	\$ 608,934	\$ 580,502
Federal Government	38,947,508	39,518,990
Other Local Sources	12,282,367	9,764,231
Total revenues	51,838,809	49,863,723
Expenditures		
Salaries	19,880,658	19,833,773
Employee Benefits	5,804,607	5,787,665
Professional Services	611,488	641,679
Property Maintenance Services	3,965,629	1,942,011
Contracted Services	770,352	914,729
Supplies & Materials	19,936,167	21,692,518
Travel	81,947	75,335
Furniture & Equipment	1,809,136	376,917
Other Objects	50,547	(3,391,047)
Total expenditures	52,910,531	47,873,580
Excess (deficiency) of revenues over expenditures	(1,071,722)	1,990,143
Beginning Fund Balance	11,685,133	10,613,411
Increase (decrease) in reserve for encumbrance	-	(3,300,322)
Ending Fund Balance	\$ 10,613,411	\$ 9,303,232

2008-09 Actual	2009-10 Adopted Budget	2010 -11 Adopted Budget
\$ 550,909	\$ 600,000	\$ 600,000
41,079,138	43,485,380	43,530,855
10,781,242	11,964,620	11,714,145
<u>52,411,289</u>	<u>56,050,000</u>	<u>55,845,000</u>
18,718,656	20,495,082	20,562,042
5,441,417	6,040,518	6,223,524
619,647	540,000	335,000
2,430,802	2,225,000	2,325,000
776,553	715,000	753,420
23,718,360	24,059,400	23,753,014
86,316	110,000	110,000
464,100	1,825,000	1,735,000
(3,976,643)	40,000	48,000
<u>48,279,208</u>	<u>56,050,000</u>	<u>55,845,000</u>
4,132,081	-	-
9,303,232	14,060,617	14,060,617
625,304	-	-
<u>\$ 14,060,617</u>	<u>\$ 14,060,617</u>	<u>\$ 14,060,617</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)**

**Memphis City School
2010-11
Fund 5 Summary by Project**

	2010-11 Budget	Positions
Food Service Fund	\$ 55,845,000	1,321.00
Total	\$ 55,845,000	1,321.00

INFORMATIONAL SECTION

The Informational Section of the budget includes the following information:

- I. DISTRICT ENROLLMENT TRENDS
 - A. Enrollment History and Projections by School
 - B. Enrollment Projection Methodology
 - C. Enrollment Projections by Grade Level
 - D. Weighted Full-time Equivalent Average Daily Attendance Comparison
- II. STAFFING TRENDS
 - A. Staffing Formula
 - B. Staffing Levels
- III. DEBT RETIREMENT SCHEDULE
- IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE
 - A. Comparison of Bonded Debt to Assessed Value, Estimated Actual and Population
 - B. Assessed Value and Estimated Actual Value of taxable Property
 - C. Impact on Taxpayers
 - D. Principal Taxpayers
- V. TAX RATE TRENDS
- VI. STATISTICAL AND OTHER INFORMATION
 - A. Income per Capita
 - B. Principal Employers
 - C. School Lunch Program
 - D. General Fund Expenditure Per Pupil Expenditures
- VII. OTHER STRATEGIC INITIATIVES
- VIII. STUDENTS' CLASS AND TEACHER SATISFACTION RESULTS
- IX. GLOSSARY OF TERMS
- X. HELPFUL LINKS

I. DISTRICT ENROLLMENT TRENDS

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL

School/Building	2007	2008	2009	2010	2011*
A. B. Hill ES (1909)	479	387	383	351	321
A. Maceo Walker MS (2003)	928	786	772	637	599
Airways MS (1964)	504	331	346	344	329
Alcy ES (1970)	343	296	262	284	280
Alton ES (1969)	410	423	419	366	349
American Way MS (2003)	1,061	1,083	1,014	1,050	968
Avon-Lenox ES (1955)	80	77	72	62	3
B.T. Washington HS (1949)	690	747	649	573	485
Balmoral ES (1970)	349	-	-	-	-
Bellevue MS (1928)	523	515	546	539	553
Berclair ES (1953)	352	503	510	537	547
Bethel Grove ES (1932)	382	358	346	295	273
Brookmeade ES (1960)	322	279	314	304	302
Brownsville Rd ES (1966)	732	655	604	647	609
Bruce ES (1999)	519	423	445	468	472
Caldwell ES (1959)	331	325	276	253	-
Caldwell-Guthrie ES (1998)	305	285	255	235	456
Carnes ES (1905)	336	333	314	300	310
Carver HS (1956)	701	704	703	575	518
Central HS (1915)	1,450	1,736	1,708	1,726	1,643
Charjean ES (1950)	296	372	431	413	413
Cherokee ES (1951)	567	492	439	400	378
Chickasaw MS (1970)	521	490	442	467	478
Coleman ES (1910)	638	590	549	487	487
Colonial MS (1954)	1,001	1,111	1,110	1,109	1,068
Cordova ES (2002)	752	760	724	777	752
Cordova HS (1997)	2,315	1,966	2,046	2,043	2,023
Cordova MS (1993)	1,125	1,167	1,108	1,148	1,050
Corning ES (1967)	389	359	405	409	423
Coro Lake ES (1974)	206	216	179	162	151
Corry MS (1959)	448	414	344	336	285
Craigmont HS (1978)	1,337	1,412	1,155	1,124	1,131
Craigmont MS (2001)	1,048	938	869	801	858
Cromwell ES (1963)	448	518	541	513	480
Crump ES (1999)	1,017	965	1,025	974	952
Cummings ES (1961)	483	465	433	489	518
Cypress MS (1966)	433	440	407	394	358
Delano ES (1957)	312	287	282	321	319
Denver ES (1963)	284	268	265	298	297
Double Tree ES (1977)	465	448	450	410	381
Douglass ES (1964)	373	390	407	409	400
Douglass HS (2008)	-	-	359	636	632
Downtown ES (2003)	616	668	645	632	659
Dunbar ES (1955)	341	313	278	268	258
East HS (1948)	966	941	1,058	1,090	1,061
Egypt ES (1964)	859	727	749	706	700
Evans ES (1965)	646	690	660	628	604
Fairley ES (1960)	444	392	357	329	301
Fairley HS (1970)	1,123	1,077	1,005	879	753

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)

School/Building	2007	2008	2009	2010	2011*
Florida-Kansas ES (2000)	407	384	361	371	363
Ford Road ES (1952)	673	599	632	609	578
Fox Meadows ES (1965)	648	765	750	683	677
Frayser ES (1954)	522	558	523	450	441
Frayser HS (1957)	1,227	928	970	895	801
Gardenvue ES (1967)	499	440	439	460	412
Geeter MS (1961)	581	563	429	443	444
Georgia Avenue ES (1960)	584	569	514	506	488
Georgian Hills ES (1951)	383	391	409	362	365
Georgian Hills MS (1959)	627	482	457	449	427
Germanshire ES (2001)	836	841	816	800	812
Getwell ES (2001)	670	667	692	595	586
Goodlett ES (1964)	423	381	362	381	365
Gordon ES (1992)	326	344	354	346	305
Graceland ES (1958)	461	433	379	436	387
Grahamwood ES (1953)	1,043	884	950	995	1,049
Grandview Hts. ES (1953)	625	590	521	528	511
Graves ES (1953)	531	495	572	439	425
Hamilton ES (1964)	546	554	512	452	428
Hamilton HS (1972)	1,153	1,455	1,334	1,196	1,112
Hamilton MS (1946)	684	554	464	417	383
Hanley ES (1960)	667	748	717	706	665
Havenview MS (1960)	762	778	835	845	818
Hawkins Mill ES (1965)	436	450	393	408	397
Hickory Ridge ES (2001)	817	810	812	815	831
Hickory Ridge MS (2001)	891	879	968	909	887
Hillcrest HS (1962)	1,028	1,026	856	804	735
Hollywood ES (1933)	324	Charter School	Charter School	Charter School	Charter School
Holmes Road ES (2001)	700	708	717	701	675
Humes MS (1925)	582	551	470	407	365
Ida B. Wells (1908)	93	51	91	112	118
Idlewild ES (1903)	491	406	453	470	491
Jackson ES (1957)	454	407	361	357	348
John P. Freeman MS (1973)	618	643	630	596	584
Kate Bond ES (1993)	989	1,004	993	1,007	978
Keystone ES (1991)	478	624	559	509	471
Kingsbury ES (1959)	515	548	561	524	509
Kingsbury MS (1955)	-	501	452	518	537
Kingsbury HS (1950)	1,624	853	980	1,000	1,002
Kirby HS (1980)	1,378	1,560	1,758	1,864	1,832
Kirby MS (1987)	968	861	869	873	832
Klondike ES (1939)	395	354	300	269	256
Knight Road ES (1959)	521	433	429	434	407
Lakeview ES (1959)	195	171	175	135	120
Lanier MS (1970)	664	653	489	431	396
Larose ES (1963)	227	294	269	267	240
Lauderdale ES (1908)	206	-	-	-	-
Lester ES (1955)	571	829	683	668	593

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)

School/Building	2007	2008	2009	2010	2011*
Levi ES (1992)	448	432	417	411	418
Lincoln ES (1952)	287	251	232	201	191
Longview MS (1954)	428	-	-	-	-
Lucie E. Campbell ES (2002)	672	711	646	583	568
Macon ES (1955)	203	-	-	-	-
Magnolia ES (1950)	443	389	372	356	310
Manassas HS-New (2007)	397	539	617	605	525
Manor Lake ES (1971)	381	381	334	308	304
Melrose HS (1970)	1,310	1,349	1,257	1,047	913
Memphis Health Careers Academy (2007)	-	81	79	85	85
Mitchell HS (1957,2002)	1,071	1,047	927	785	636
Newberry ES (1970)	569	578	513	538	543
Norris ES (1960)	229	206	195	198	191
Northside HS (1967)	999	891	754	608	496
Oak Forest ES (1994)	854	794	746	835	808
Oakhaven ES (1957)	701	715	685	603	507
Oakhaven HS (1956)	743	718	518	476	432
Oakhaven MS (1963)	-	-	215	176	284
Oakshire ES (1966)	457	478	513	549	493
Orleans ES (1965)	233	258	210	166	160
Overton HS (1959)	1,633	1,335	1,298	1,331	1,317
Peabody ES (1909)	442	420	419	400	390
Pyramid Academy (1940)	539	448	549	343	-
Raineshaven ES (1959)	384	336	182	152	144
Raleigh-Bartlett ES (1976)	488	579	534	551	546
Raleigh-Egypt HS (1969)	1,280	1,315	1,286	1,277	1,218
Raleigh-Egypt MS (1969)	976	887	868	839	767
Richland ES (1957)	739	682	727	763	756
Ridgeway/Balmoral ES (1970)	-	332	322	298	287
Ridgeway ES (1969)	283	-	-	-	-
Ridgeway HS (1970)	1,534	1,376	1,342	1,327	1,339
Ridgeway MS (2001)	1,106	1,051	1,006	1,021	1,021
River City High (1956)	45	81	129	85	-
Riverview ES (1952)	347	394	375	360	346
Riverview MS (1967)	490	441	345	366	330
Robert R. Church ES (2001)	625	669	679	578	558
Ross ES (1976)	1,135	1,022	1,043	1,004	954
Rozelle ES (1914)	413	380	316	314	321
Scenic Hills ES (1957)	417	392	318	342	316
Sea Isle ES (1955)	486	440	434	472	461
Shady Grove ES (1962)	432	344	383	360	349
Shannon ES (1959)	261	352	326	251	240
Sharpe ES (1954)	383	457	412	420	393
Sheffield ES (1970)	457	454	432	410	402
Sheffield HS (1966)	967	903	859	853	822
Shelby Oaks ES (1990)	984	974	968	886	890
Sherwood ES (1950)	756	652	624	609	613
Sherwood MS (1957)	998	789	710	711	696
Shrine School (1976)	128	283	231	245	-
Snowden ES (1909)	1,576	1,586	1,541	1,555	1,595

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)

School/Building	2007	2008	2009	2010	2011*
South Park ES (1998)	485	489	462	455	409
South Side MS (1962)	-	434	412	412	368
South Side HS (1962)	545	-	-	-	-
Spring Hill ES (1956)	557	375	430	418	397
Springdale ES (1940)	253	330	293	293	274
Treadwell ES (1985)	853	681	665	586	576
Treadwell MS (1948)	868	795	540	319	286
Trezevant HS (1960)	1,339	1,008	959	897	835
Vance MS (1971)	445	398	368	386	344
Vollentine ES (1930)	380	404	414	351	314
Wells Station ES (1954)	580	577	652	659	666
Westhaven ES (1956)	414	469	477	443	391
Westside ES (1952)	497	418	412	402	318
Westside HS (1958)	484	-	-	-	-
Westside MS (1958)	-	588	431	415	478
Westwood ES (1962)	397	382	381	347	307
Westwood HS (1958)	484	457	494	505	461
White Station ES (1933)	720	513	546	594	554
White Station HS (1952)	2,316	2,150	2,122	2,205	2,219
White Station MS (1960,2007)	780	1,099	1,156	1,215	1,221
Whitehaven ES (1949)	495	444	363	345	332
Whitehaven HS (1931)	1,839	1,851	2,056	2,105	2,146
White's Chapel ES (1951)	211	195	188	167	158
Whitney ES (1962)	554	535	512	422	413
William H. Brewster ES (2006)	451	542	552	618	599
Willow Oaks ES (1951)	668	738	700	687	680
Winchester ES (1960)	587	545	476	417	419
Winridge ES (2001)	859	825	834	767	756
Wooddale HS (1967)	1,654	1,736	1,511	1,424	1,319
Wooddale MS (1970)	1,170	1,082	941	885	789
Total	112,217	107,730	104,471	101,357	96,887

Special Schools

KIPP Diamond Academy (at Cypress Middle School)	248	307	-	50	47
Various Learning Centers & Alternative Schools	132	209	108	1,201	1,567
Total	380	516	108	1,251	1,614

Schools on non-MCS Property

Campus Elementary	345	342	342	334	318
Grizzlies Academy	61	71	63	-	-
Hollis F. Price Middle College	123	151	155	147	159
Middle College High	248	261	231	219	223
Total	777	825	791	700	700

I. DISTRICT ENROLLMENT TRENDS (cont'd)

A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (concl'd)

Charter Schools	2007	2008	2009	2010	2011*
Circles of Success Learning Academy	119	112	141	171	162
City Boys Prep	-	-	-	-	80
City University School of Liberal Arts	238	307	350	377	417
Freedom Prep Academy Academy	-	-	-	-	201
KIPP Diamond (est. 2009)	-	-	275	313	324
Memphis Academy of Health Sciences MS	-	-	-	-	203
Memphis Academy of Health Sciences HS	243	296	265	295	246
Memphis Academy of Health Science High	-	-	92	180	639
Memphis Academy of Science & Engineering	540	632	690	743	-
Memphis Business Academy MS	105	214	202	240	234
Memphis Business Academy HS	-	-	80	139	230
Power Center	-	-	121	199	280
Promise Academy	120	176	227	338	371
Soulsville Academy	117	174	236	300	358
Southern Avenue	115	140	158	199	199
Star Academy	195	235	239	239	246
Yo! Academy	155	-	-	-	-
Total Charter School Enrollments	1,947	2,286	3,076	3,733	4,190
New Schools for 2011					
Chimneyrock Elementary					1,029
Riverwood Elementary					881
Total New Schools for 2011					1,910
District Total Enrollment	115,321	111,357	108,446	107,041	105,301

*Fiscal Year 2011 does not include CDC enrollment by location as does historical data. Special education enrollment is expected to be 2,166; however, by site enrollment is currently unknown.

Note: the schools currently has seven new charter school; however, they are not presented because enrollment projections are currently unknown.

I. DISTRICT ENROLLMENT TRENDS (cont'd)**B. ENROLLMENT PROJECTION METHODOLOGY**

Enrollment projections are conducted using a cohort survival methodology. This method involves moving students up from one grade to the next and applying survival ratios to capture an approximate rate of change. Survival ratios are developed using recent trend data to estimate the rate at which a full grade cohort will move from one grade to the next over the course of future years.

Live birth data is used to project kindergarten classes for future years. Birth data, provided by the Memphis and Shelby County Health Department, is available to Memphis City Schools by zip code. As with other grades, a survival ratio called the birth-to-kindergarten ratio is developed. Birth-to-kindergarten ratios capture the rate to which births in a given zip code will matriculate to kindergarten five years later. Trend data of births versus kindergarten enrollment over the course of several years assists with developing the birth-to-kindergarten ratio.

Classes entering new schools (for example, 6th grade for middle and 9th grade for high) are estimated by multiplying the total students from zones of feeder schools by a survival ratio developed by examining the likelihood that students from one feeder school will attend the next school in the feeder pattern and the average change in class size from one year to the next for each feeder school. Finally, a percentage of students who may attend from outside of the feeder school boundaries are added to the total to account for transfers.

Cohort survival enrollment projection methodology is the most common process for forecasting future school enrollment. This method is used by many school districts across the country, including some of the largest. New York City, Los Angeles, Chicago and Broward County, Florida are examples of school districts that employ this method. In fact, it is recommended for use by the New York State Education Department.

Use of the cohort analysis model began in the 1950s. However, in the 1970s, school districts began to commonly use this method. Many municipalities and regional governments use cohort survival analysis to forecast population for their respective political geographies.

Benefits to using cohort survival methodology are:

- It is relatively easy to use.
- The method can account for numerous factors (such as migration, retention, population flux, dropouts, failures, etc.).
- It normally demonstrates a high degree of short-term accuracy.

Drawbacks of the methodology are:

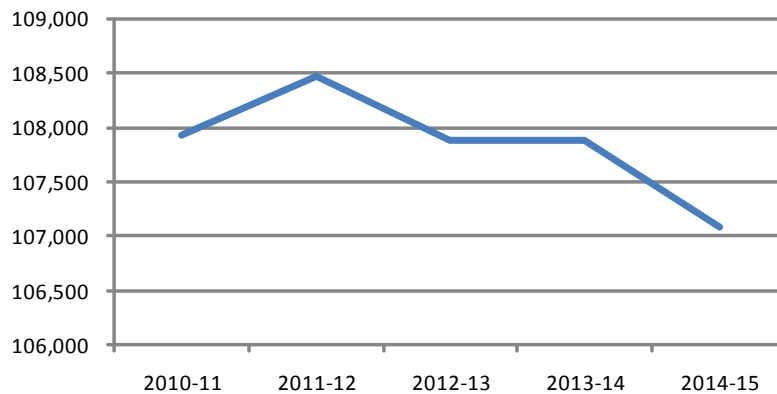
- Accuracy is lessened in areas of instability since it assumes that the future will be similar to the past.
- It does not account for single, critical events (e.g., a major employer closing).
- Forecasts beyond roughly five years are less reliable than more short-term periods of time.

I. DISTRICT ENROLLMENT TRENDS (cont'd)

C. ENROLLMENT PROJECTIONS BY GRADE LEVEL

Grade Level	2010-11	2011-12	2012-13	2013-14	2014-15
Special Education	2,616	2,611	2,600	2,612	2,566
K	8,706	9,039	9,092	8,984	8,652
1	8,473	8,639	8,962	9,038	8,897
2	8,478	8,238	8,407	8,744	8,779
3	8,550	8,358	8,118	8,308	8,622
4	8,192	8,302	8,120	7,937	8,091
5	7,769	8,098	8,154	8,029	7,824
6	7,839	7,749	8,032	8,118	7,956
7	7,847	8,142	7,705	8,029	8,050
8	7,603	7,700	7,719	7,358	7,619
9	8,978	8,976	8,883	8,672	8,303
10	8,057	8,132	8,074	8,035	7,809
11	7,748	7,250	7,244	7,230	7,184
12	7,061	7,227	6,762	6,777	6,728
Total	107,917	108,461	107,872	107,871	107,080

Enrollment Projection Totals



I. DISTRICT ENROLLMENT TRENDS (concl'd)

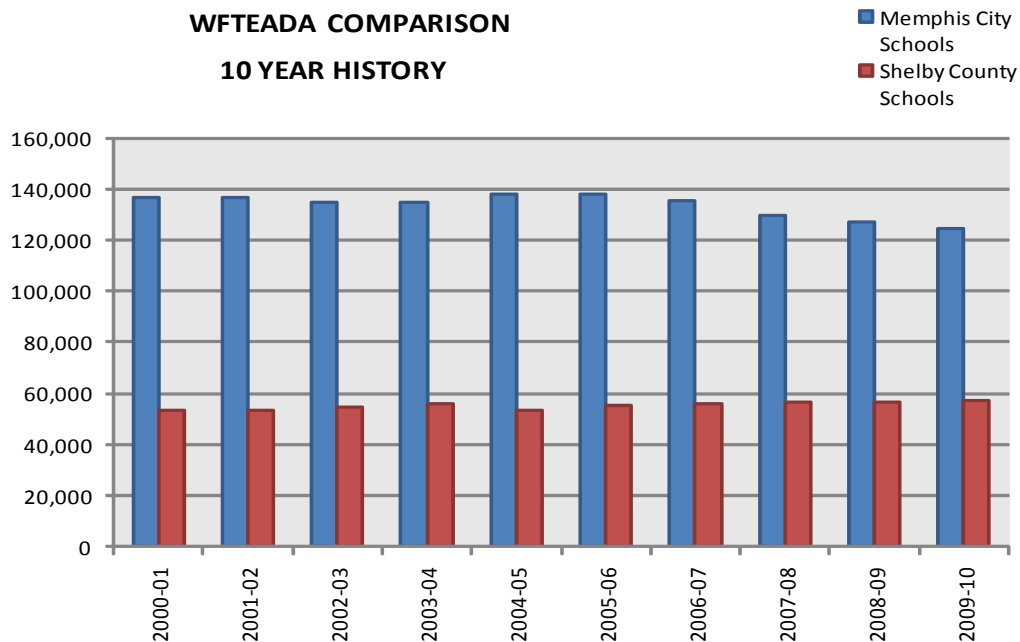
D. WEIGHTED FULL-TIME EQUIVALENT AVERAGE DAILY ATTENDANCE COMPARISON

Fiscal Year	Memphis City Schools	Percent of Total	Shelby County Schools	Percent of Total
2000-01	136,761	71.85 %	53,588	28.15 %
2001-02	137,013	71.94 %	53,453	28.06 %
2002-03	135,236	71.35 %	54,310	28.65 %
2003-04	135,183	70.69 %	56,039	29.31 %
2004-05	138,043	72.09 %	53,435	27.91 %
2005-06	137,932	71.51 %	54,943	28.49 %
2006-07	135,268	70.82 %	55,745	29.18 %
2007-08	129,872	69.57 %	56,799	30.43 %
2008-09	127,073	69.22 %	56,503	30.78 %
2009-10	124,691	68.67 %	56,905	31.33 %

Source: Letter of notification, State of Tennessee

Note: Local funding is based on Weighted Full-time Equivalent Average Daily Attendance (WFTEADA).

MEMPHIS CITY AND SHELBY COUNTY SCHOOLS WFTEADA COMPARISON 10 YEAR HISTORY



II. STAFFING TRENDS

A. STAFFING FORMULA

2010-11 Memphis City Schools Staffing Formula

Classroom Teachers

Initial staffing for the opening of school will be based on the previous years' third twenty-day attendance figures.

Grades K-3

One teacher per every 20 students will be allocated.

Grades 4-6

One teacher per every 25 students will be allocated.

APPROVED MIDDLE SCHOOLS

One teacher per every 24 students will be allocated.

Grades 7-12

One teacher per every 25 students will be allocated.

Career and Technology

One teacher per every 20 students will be allocated.

English as a Second Language (ESL)

One teacher per every 45 students will be allocated.

ROTC

Staffed as follows:

Enrollment	Officer	NCO
100-150	1	1
151-250	1	2
251-350	1	3
351-499	1	4

II. STAFFING TRENDS (cont'd)

A. STAFFING FORMULA (concl'd)

2010-11 Memphis City Schools Staffing Formula					
School Administration & Support Personnel					
SCHOOL CLERICAL			ASSISTANT PRINCIPALS		
Student Membership	Positions Elementary	Positions Secondary	Student Membership	Positions Elementary	Positions Secondary
1	2	2	200	0	1
500	2	3	660	1	1
650	2	3	1,000	1	2
750	3	4	1,100	2	2
900	3	4	1,250	2	3
1,000	3	4	1,500	2	4
1,100	4	5	1,750 Plus	2	5
1,650	4	6			
2,050	4	7			
ELEMENTARY GUIDANCE COUNSELORS			EDUCATIONAL ASSISTANTS		
One Per Location			1 FTE per school		
SECONDARY GUIDANCE COUNSELORS					
Student Membership	Positions				
1	1				
750	2				
1,000	3				
1,500	4				
1,600 Plus	5				
LIBRARIANS					
Student Membership	Positions Elementary	Positions Secondary			
1	1	1			
1,050	2	2			
1,750 Plus	2	3			

II. STAFFING TRENDS (concl'd)

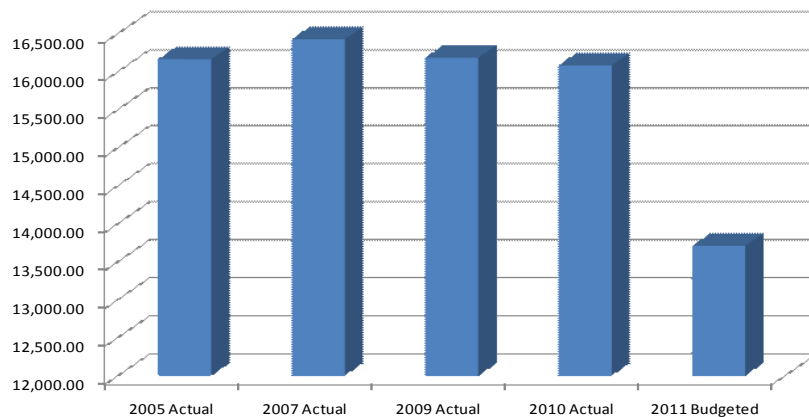
B. STAFFING LEVELS

Staffing needs are determined by the use of a staffing model, which bases these needs upon changes in enrollment/ADM, the opening/closing of schools and other relevant factors. For fiscal year 2010-11, the total number of District staff is expected to be 13,707.

	2005 Actual	2007 Actual	2009 Actual	2010 Actual	2011 Budgeted
Full-Time Staff					
Officials/Administration/Management	92.00	80.00	77.00	92.00	87.50
Principals	185.00	192.00	186.00	193.00	188.00
Assistant Principals, Non-Teachers	161.00	195.00	198.00	161.00	156.00
Elementary Classroom Teachers	3,501.00	3,197.00	3,023.00	2,661.00	2,951.50
Secondary Classroom Teachers	3,045.00	3,121.00	3,013.00	2,385.00	2,766.83
Other Classroom Teachers	1,006.00	1,001.00	1,212.00	1,981.00	1,874.50
Guidance	244.00	224.00	214.00	249.00	256.00
Psychological	61.00	68.00	67.00	71.00	73.00
Librarian/Audio/Visual	167.00	160.00	155.00	178.00	187.00
Consultants/Supervisors	54.00	54.00	54.00	51.00	60.00
Other Professional	382.00	382.00	493.00	473.00	406.60
Teachers' Aides	1,134.00	1,218.00	1,365.00	1,458.00	964.50
Technicians	163.00	145.00	136.00	187.00	168.25
Clerical/Secretarial	748.00	724.00	750.00	783.00	798.64
Service Workers	1,938.00	2,004.00	1,974.00	1,691.00	1,704.88
Skilled Crafts	228.00	249.00	221.00	205.00	192.00
Laborers Unskilled	125.00	107.00	113.00	117.00	137.00
Totals	13,234.00	13,121.00	13,251.00	12,936.00	12,972.20
Part-Time Staff					
Professional Instructional	92.00	56.00	92.00	52.00	680.00
All Others	2,838.00	3,247.00	2,838.00	3,093.00	55.00
Totals	2,930.00	3,303.00	2,930.00	3,145.00	735.00
Total Full-Time & Part-Time Staff	16,164.00	16,424.00	16,181.00	16,081.00	13,707.20

Source: Elementary-Secondary Staff Information (EEO-5) Report

Note: Prior to FY 2009, figures were only reported every other year.



III. DEBT RETIREMENT SCHEDULE

OUTSTANDING DEBT BY TYPE

Date of Issue/ Maturity Date	Purpose of Issue	Amount of Issue	Amount Outstanding 6/30/2010	Principal Payments 2010-11	Total Payments 2010-11
Due to Federal Government:					
April 1991 to May 2011	School Asbestos Abatement	\$ 1,002,051	\$ 55,669	\$ 55,669	\$ 55,669
April 1992 to November 2011	School Asbestos Abatement	2,259,895	83,032	83,032	83,032
April 1993 to November 2011	School Asbestos Abatement	2,138,906	90,733	90,733	90,733
Due to State of Tennessee:					
June 2002 to 2016	Capital Improvements: Vocational Schools & Science Labs	6,651,638	2,850,704	475,117	475,117
June 2004 to 2018	Capital Improvements: Vocational Schools & Science Labs	1,084,000	650,399	72,267	72,267
Total		\$ 13,136,490	\$ 3,730,537	\$ 776,818	\$ 776,818
Changes in Long-Term Debt					
	Beginning Balance	\$ 3,730,537			
	Additions	-			
	Reductions	776,818			
	Ending Balance	\$ 2,953,719			

Note: Memphis City Schools does not have authorization to issue bond, and therefore, there is no legal debt capacity.

IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE

A. COMPARISON OF BONDED DEBT TO ASSESSED VALUE, ESTIMATED ACTUAL VALUE AND POPULATION

Fiscal year	Bonded debt	Assessed Value	Percent of bonded debt to assessed value	Estimated Actual Value	Percent of bonded debt to estimated actual value	Population	Per capita bonded debt
2000	\$ 51,962,816	\$ 8,456,107,673	0.62%	\$ 26,565,080,901	0.20%	650,100	\$ 80
2001	48,851,237	9,697,751,205	0.50%	30,475,303,220	0.16%	676,087	72
2002	49,745,250	9,764,897,229	0.51%	30,569,738,373	0.16%	674,478	74
2003	43,441,398	10,200,919,453	0.43%	32,265,193,507	0.14%	673,120	65
2004	37,072,341	9,992,933,591	0.37%	31,801,585,556	0.12%	671,929	55
2005	31,655,233	11,108,643,960	0.29%	35,550,324,536	0.09%	672,277	47
2006	25,101,273	11,156,091,653	0.23%	35,682,730,905	0.07%	677,345	37
2007	18,493,255	11,369,792,425	0.16%	36,554,762,536	0.05%	674,028	27
2008	17,070,872	11,392,568,556	0.15%	36,776,628,120	0.05%	669,651	25
2009	4,048,487	12,341,760,825	0.03%	39,750,992,810	0.01%	669,651	6
2010	3,501,103	12,053,353,530	0.03%	38,788,129,245	0.01%	676,640	5

Sources:

District Annual Financial Statements

City of Memphis Annual Financial Statements

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IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (cont'd)

B. ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Fiscal Year	Real Property				Personal Property	
	Farm and Residential (25%)		Commercial and Industrial (40%) (3)		Commercial and Industrial (40%) (2)	
	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value
2001	\$3,840,642,800	\$15,362,571,200	\$4,076,629,418	\$10,359,736,580	\$1,003,553,475	\$3,340,403,600
2002	3,825,350,400	15,301,401,600	3,980,384,369	10,112,159,800	1,054,764,970	3,511,817,900
2003	4,196,715,250	16,786,861,000	4,105,623,644	10,437,117,200	1,051,851,210	3,501,707,400
2004	4,239,511,575	16,958,206,300	3,971,880,085	10,096,505,900	997,752,815	3,321,838,600
2005	4,869,679,825	19,478,719,300	4,371,575,300	11,119,490,800	1,030,040,160	3,429,662,300
2006	4,911,984,475	19,647,937,900	4,279,098,355	10,884,205,500	1,043,440,480	3,475,008,700
2007	5,135,189,100	20,540,756,400	4,291,102,795	10,921,043,300	1,031,524,225	3,434,824,100
2008	5,199,303,925	20,797,215,700	4,320,668,495	11,005,511,900	1,037,557,855	3,455,649,100
2009	5,476,099,925	21,904,399,700	4,893,771,265	12,450,961,410	1,196,861,700	3,986,490,000
2010	5,359,781,600	21,439,126,400	4,743,781,550	12,089,810,000	1,133,365,185	3,774,783,400
Percentage of Total						
2001	39.60%	50.41%	42.04%	33.99%	10.35%	10.96%
2002	39.18%	50.05%	40.76%	33.08%	10.80%	11.49%
2003	41.14%	52.03%	40.25%	32.35%	10.31%	10.85%
2004	42.43%	53.32%	39.75%	31.75%	9.98%	10.45%
2005	43.84%	54.79%	39.35%	31.28%	9.27%	9.65%
2006	44.03%	55.06%	38.36%	30.50%	9.35%	9.74%
2007	45.17%	56.19%	37.74%	29.88%	9.07%	9.40%
2008	45.64%	56.55%	37.92%	29.92%	9.11%	9.40%
2009	44.37%	55.10%	39.65%	31.32%	9.70%	10.03%
2010	44.47%	55.27%	39.36%	31.17%	9.40%	9.73%

(1) Does not include City-owned utilities (Electric and Gas Divisions) which are assessed a separate in-lieu-of-tax

(2) Includes intangible personal property which is assessed at 40%

(3) Includes multiple real estate assessed at 0-40% as well as greenbelt commercial at 25%, greenbelt industrial at 25% and greenbelt multiple real estate at 0-40%

Source: City of Memphis Finance Department

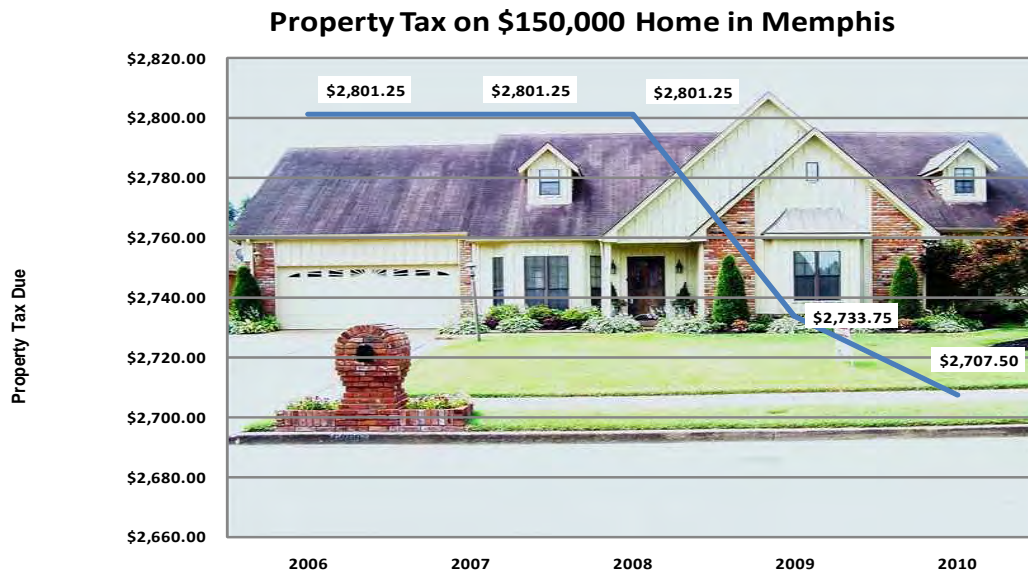
Utilities and Carriers (55%)
(Real and Personal) (1)

Privately Owned		Total		Total Assessed to Total Market
Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Value
\$ 776,925,512	\$1,412,591,840	\$9,697,751,205	\$30,475,303,220	31.82%
904,397,490	1,644,359,073	9,764,897,229	30,569,738,373	31.94%
846,729,349	1,539,507,907	10,200,919,453	32,265,193,507	31.62%
783,789,116	1,425,034,756	9,992,933,591	31,801,585,556	31.42%
837,348,675	1,522,452,136	11,108,643,960	35,550,324,536	31.25%
921,568,343	1,675,578,805	11,156,091,653	35,682,730,905	31.27%
911,976,305	1,658,138,736	11,369,792,425	36,554,762,536	31.10%
835,038,281	1,518,251,420	11,392,568,556	36,776,628,120	30.98%
775,027,935	1,409,141,700	12,341,760,825	39,750,992,810	31.05%
816,425,195	1,484,409,445	12,053,353,530	38,788,129,245	31.08%
8.01%	4.64%	100.00%	100.00%	
9.26%	5.38%	100.00%	100.00%	
8.30%	4.77%	100.00%	100.00%	
7.84%	4.48%	100.00%	100.00%	
7.54%	4.28%	100.00%	100.00%	
8.26%	4.70%	100.00%	100.00%	
8.02%	4.53%	100.00%	100.00%	
7.33%	4.13%	100.00%	100.00%	
6.28%	3.55%	100.00%	100.00%	
6.77%	3.83%	100.00%	100.00%	

IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (cont'd)

C. IMPACT ON TAXPAYERS

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Market value of a home	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Appraised % of market value	25%	25%	25%	25%	25%
Taxable value	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500
Property tax rate assessed					
City of Memphis	\$ 3.43	\$ 3.43	\$ 3.43	\$ 3.25	\$ 3.20
Shelby County	4.04	4.04	4.04	4.04	4.02
Total Combined Tax Rate	<u>\$ 7.47</u>	<u>\$ 7.47</u>	<u>\$ 7.47</u>	<u>\$ 7.29</u>	<u>\$ 7.22</u>
Property tax due	\$ 2,801.25	\$ 2,801.25	\$ 2,801.25	\$ 2,733.75	\$ 2,707.50
Property tax increase (decrease) from prior year	\$ -	\$ -	\$ -	\$ (67.50)	\$ (26.25)



**IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (concl'd)****D. PRINCIPAL PROPERTY TAXPAYERS**

2010			2001		
Taxpayer	Taxable	Percentage of	Taxpayer	Taxable	Percentage of
	Assessed Value	Total Taxable		Assessed Value	Total Taxable
Federal Express	\$ 416,493,826	3.46%	Federal Express	\$ 352,498,952	3.64%
Bell South Telecommunications	106,678,551	0.89%	Bell South Telecommunications	148,611,496	1.53%
Wolfchase Galleria, LTD	60,006,960	0.50%	Wolfchase Galleria, LTD	61,304,080	0.63%
Cargill, Inc.	31,218,490	0.26%	Baptist Memorial Hospital	64,436,292	0.66%
Delta Airlines, Inc. (Northwest)	26,432,693	0.22%	AMISUB (St. Francis Hospital) Inc.	36,956,840	0.38%
BNSF Railway Company	26,314,885	0.22%	Belz Enterprises	28,955,985	0.30%
Pinnacle Airlines, Inc.	25,686,283	0.21%	Northwest Airlines, Inc.	26,373,063	0.27%
HRLP Crescent Center LLC	23,425,880	0.19%	Shopping Center Associates	25,575,640	0.26%
Shopping Center Associates	21,990,080	0.18%	Williams Refining LLC	25,069,810	0.26%
AT&T Mobility LLC	21,918,007	0.18%	Trizecchahn TBI Clark Tower LLC	22,000,000	0.23%
Total Assessed Valuation of Top 10 Taxpayers	760,165,655	6.31%		791,782,158	8.16%
Balance of Assessed Valuation	11,293,187,875	93.69%		8,905,969,047	91.84%
	<u>\$12,053,353,530</u>	<u>100.00%</u>		<u>\$ 9,697,751,205</u>	<u>100.00%</u>

Source: City of Memphis Finance Department



V. TAX RATE TRENDS

PROPERTY TAX RATES AND LEVIES

Fiscal Year	Tax Rates per \$100 Assessed Value						Tax Levies		
	City	County	Total	City Allocation to School District	County Allocation to Schools	Memphis City Schools Percent of County Allocation	City	County	Total
2001	\$ 3.37	\$ 3.54	\$ 6.91	\$ 0.895	\$ 1.68	71.80%	\$ 284,214,898	\$ 447,808,677	\$ 732,023,575
2002	3.23	3.79	7.02	0.858	2.03	71.90%	314,190,509	549,355,956	863,546,465
2003	3.23	3.79	7.02	0.858	2.03	71.35%	309,292,650	555,311,765	864,604,415
2004	3.23	4.04	7.27	0.858	2.03	70.69%	325,695,529	596,378,594	922,074,123
2005	3.23	4.04	7.27	0.858	2.03	72.10%	324,340,510	606,615,294	930,955,804
2006	3.43	4.04	7.47	0.827	2.02	71.51%	380,947,344	681,245,173	1,062,192,517
2007	3.43	4.04	7.47	0.827	2.02	70.82%	384,877,389	704,279,575	1,089,156,964
2008	3.43	4.04	7.47	0.827	2.02	69.57%	392,477,211	717,010,251	1,109,487,462
2009	3.25	4.04	7.29	0.190	2.02	69.22%	375,803,751	730,042,595	1,105,846,346
2010	3.20	4.02	7.22	0.190	1.98	68.67%	389,347,038	768,641,959	1,157,988,997

Note: Taxes are assessed as of January 1 and are due on June 1 for City and October 1 for Shelby County.

Note: Memphis City Schools does not have taxing authority and is not responsible for the collection of or the monitoring of the collection of taxes.

Source: City of Memphis Finance Department

VI. STATISTICAL AND OTHER INFORMATION

A. INCOME PER CAPITA

Year	Population	Personal Income*	Per Capita Personal Income	Median Age	Unemployment Rate
2000	650,100	\$ 34,458,835	\$ 28,518	31.6	3.8%
2001	676,087	36,241,448	29,839	Not available	4.1%
2002	674,478	37,395,712	30,557	Not available	5.2%
2003	673,120	38,592,109	31,677	33.4	6.2%
2004	671,929	40,876,802	32,741	Not available	5.6%
2005	672,277	42,720,000	33,880	33.4	5.7%
2006	677,345	44,758,000	35,113	33.6	6.2%
2007	674,028	45,107,701	35,470	33.4	6.4%
2008	669,651	47,515,739	37,147	33.4	5.2%
2009	676,640	50,093,990	38,577	33.8	10.0%

Source: Bureau of Economic Analysis, Memphis Regional Chamber, & U.S. Census Bureau

*Amounts expressed in thousands

**VI. STATISTICAL AND OTHER INFORMATION (cont'd)****B. PRINCIPAL EMPLOYERS**

2010			2001		
Employer	Employees	Percentage of Total City Employment	Employer	Employees	Percentage of Total City Employment
Federal Express Corporation	32,000	5.81%	Federal Express Corporation	30,000	5.11%
Memphis City Schools	16,081	2.92%	United States Government	14,860	2.53%
United States Government	14,600	2.65%	Memphis City Schools	14,000	2.39%
Tennessee State Government	9,000	1.63%	Methodist Healthcare	11,000	1.87%
Methodist Le Bonheur Healthcare	8,442	1.53%	Baptist Memorial Health Care Corp.	8,295	1.41%
Memphis City Government	7,080	1.29%	Memphis City Government	6,588	1.12%
Baptist Memorial Healthcare Corp.	6,470	1.17%	Shelby County Government	6,145	1.05%
Shelby County Government	6,100	1.11%	Wal-Mart Stores, Inc.	5,123	0.87%
Wal-Mart Stores, Inc.	6,000	1.09%	University of Tennessee	4,004	0.68%
Shelby County Schools	5,200	0.94%	Shelby County Schools	4,000	0.68%
			AutoZone, Inc.	4,000	0.68%
Total	110,973	20.14%	Total	108,015	18.39%

Source: City of Memphis Finance Department

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VI. STATISTICAL AND OTHER INFORMATION (cont'd)

C. SCHOOL LUNCH PROGRAM

	2001	2002	2003	2004	2005
Charge per lunch to students:					
Paid Elementary	\$1.25	\$1.25	\$1.25	\$1.35	\$1.35
Paid Secondary	\$1.35	\$1.35	\$1.35	\$1.50	\$1.50
Paid High School	\$1.35	\$1.35	\$1.35	\$1.50	\$1.50
Reduced	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
Charge per lunch to adults	\$2.00	\$2.00	\$2.00	\$2.25	\$2.50
Number of days served	180	180	180	180	180
Number of free lunches served	10,822,042	11,271,223	11,469,106	11,601,179	12,104,483
Percent of total lunches served	83.49%	84.15%	84.69%	85.74%	86.00%
Average number of free lunches served daily	60,122	62,618	63,717	64,451	67,247
Number of paid lunches served at reduced price	996,398	1,027,338	1,039,322	995,850	1,018,355
Percent of total lunches served	7.69%	7.67%	7.68%	7.36%	7.23%
Number of paid lunches served at regular price	1,143,157	1,095,686	1,033,726	933,111	952,783
Percent of total lunches served	8.82%	8.18%	7.63%	6.90%	6.77%
Average number of paid lunches served daily:					
At reduced price	5,536	5,707	5,774	5,533	5,658
At regular price	6,351	6,087	5,743	5,184	5,293
Total number of lunches served	12,961,597	13,394,247	13,542,154	13,530,140	14,075,621
Average number of lunches served daily	72,009	74,412	75,234	75,167	78,198

Source: Tennessee Department of Education School Nutrition Program Year-to-Date Meal Counts/Participation

2006	2007	2008	2009	2010
\$1.35	\$1.50	\$1.50	\$1.75	\$1.75
\$1.50	\$1.75	\$1.75	\$2.00	\$2.00
\$1.50	\$1.75	\$1.75	\$2.00	\$2.00
\$0.10	\$0.10	\$0.10	\$0.25	\$0.25
\$2.50	\$3.00	\$3.00	\$3.50	\$3.50
180	180	180	180	180
12,145,972	11,836,673	11,507,072	11,518,825	11,685,696
86.26%	86.72%	87.11%	88.08%	90.12%
67,478	65,759	63,928	63,993	64,921
1,017,338	963,822	843,409	744,489	580,651
7.22%	7.06%	6.39%	5.69%	4.48%
917,799	849,668	858,372	814,013	700,746
6.52%	6.22%	6.50%	6.23%	5.40%
5,652	5,355	4,686	4,136	3,226
5,099	4,720	4,769	4,522	3,893
14,081,109	13,650,163	13,208,853	13,077,327	12,967,093
78,228	75,834	73,383	72,652	72,039

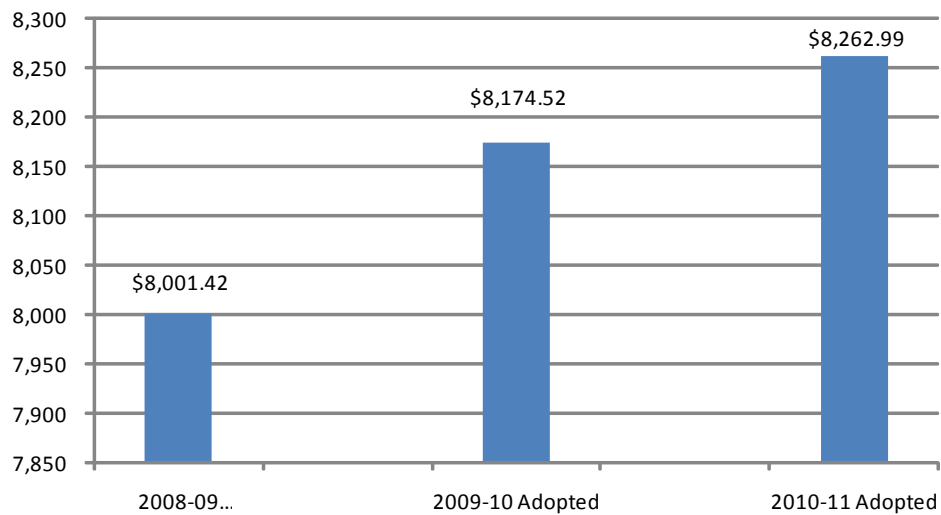
VI. STATISTICAL AND OTHER INFORMATION (concl'd)

D. GENERAL FUND EXPENDITURE PER PUPIL EXPENDITURES

		2008-09 Actual	2009-10 Adopted	2010-11 Adopted
(A)	Expenditure	\$ 867,722,224	\$ 875,009,011	\$ 891,717,277
(B)	40 Day Enrollment	108,446	107,041	107,917*
(A/B)	Expenditure per Pupil	\$ 8,001.42	\$ 8,174.52	\$ 8,262.99

* Projected enrollment

Expenditure per Pupil



VII. OTHER STRATEGIC INITIATIVES

MCS is a mature organization with a clear mandate to manage teaching and learning for over 107,000 students and over 7,500 classroom teachers. The Commissioners that govern the largest school system in the mid-South enact policies that establish the rules and regulations by which all employees do their work and students attend school. Once in the schoolhouse, students and their teachers are expected to engage in teaching and learning activities designed to advance and transfer essential knowledge and skills that will support individual aspiration, potential and disposition while simultaneously developing citizens that are critical to the well-being of our democracy and local communities. To do this work there must be a menu of strategic initiatives that tend to the District's key objectives.

At the center of every school system, there are conditions that accelerate and retard the transfer and acquisition of knowledge and skills. MCS exemplifies a number of fault lines that influence the performance of students and schools. A few snapshots of selected data depict the fault lines that help explain the educational profile of the District. More importantly, the factors that shape the District's performance profile are the foundation of the strategic initiatives that constitute the work completed in 2009-10 and the proposed program of work for 2010-11.

Generally, the factors influencing the performance of Memphis City Schools are the number of children entering kindergarten with a pre-kindergarten experience, the number of enrolled students with health and wellness conditions and no access to health care, nearly a fourth of the enrolled students being overage for their grade and a mobility rate where nearly one of three enrolled students moves to a new school at least once in a school year. Such factors feed the high incidents of safety and discipline and partially explain the out-migration of students from the school system.

The graduation rate of MCS, the cohort dropout rate, the availability and enrollment in AP courses and the ACT composite score for the District are part of the system's profile that warrants the Board of Commissioners Aligned Curriculum and Instruction Theory of Action, an official policy of MCS. Equally important, however, is how strategic initiatives are developed to form a program of work designed to address those factors that retard student and school performance.

Non-Academic Indicator	Memphis City Schools				TN	State
	2006	2007	2008	2009	2009	Goal
Cohort Dropout (%)	15	14.7	19.3	25.9	10.4	10
Graduation Rate (NCLB) (%)	67.2	69.6	66.9	62.1	83.2	90
Event Dropout (%)	-	6.8	17.4	10.4	3	5

Note: The cohort rate tracks students that enter the 9th grade until they graduate or drop out.

What follows is a listing of strategic initiatives that have been designed to address the fault lines that have been diagnosed. These initiatives are fundamental to the District's program of work. It is the common program of work that will accelerate the student and school achievement in target areas.

Pre-K Expansion – The expansion of pre-K will allow MCS to ensure more students are prepared to meet the challenging curriculum of kindergarten.

VII. OTHER STRATEGIC INITIATIVES (cont'd)

Pre-K – 3 Continuum – The Pre-K – 3 Continuum is a process focused on the development and implementation of a dynamic system designed to prepare students to meet or exceed 3rd grade year-end and learning expectations and social-emotional competencies. The Pre-K – 3 Continuum is designed to support all elementary schools which include 1,923 pre-K teachers and Interventionists and 34,207 elementary students. The idea is to ensure all students are not simply promoted but provided the interventions needed for the acquisition of the academic and social skills required for each subsequent grade.

Stanford Math – MCS is currently using the Educational Program for Gifted Youth (EPGY) Stanford Math K-7 and Beginning Algebra as tools for mathematics intervention and enrichment for students. These online courses are built on a forty-year research tradition in computer-based instruction at Stanford University. They are designed to accelerate learning through extensive analyses of student response and performance data drawn from over ten million completed exercises.

Algebra I Institute – In the 2009-10 school year, the Tennessee Department of Education put into place new requirements for graduation. These requirements include a more rigorous course of study for all students in order to better prepare them for the future. While it is true that some students will go directly to the workplace after high school, new research shows that the skills needed to get and keep good jobs are very similar to what colleges demand of incoming freshman. Preparations to meet these new requirements began at MCS with the Algebra I Institute presented in the 2008-09 school year.

In order to better prepare our students to take and pass the required four years of high school mathematics, we are preparing our teachers to teach these more rigorous standards with a 40-hour training experience for all teachers that teach any Algebra I class.

Memphis Literacy Corps (MCL) – MLC is a 10-week MCS intervention program for overage elementary students in grades 3, 4 and 5 who are reading below grade level. This is the third year of the program. The mission of MLC is to provide individualized, fast-paced tutoring for targeted students to improve reading achievement and reach proficiency on the Tennessee Comprehensive Assessment Program (TCAP). Generally, local college students are hired as tutors.

Memphis Mathematics (M²) – M² is the MCS plan to change the direction of disturbing math trends by focusing on sixth grade students that have entered the school year showing an ability to understand and proclivity toward thinking, reasoning and problem solving in mathematics and to keep them in a program until graduation. The goal of the M² Enrichment Cohort Program is to enhance the achievement of up to 2,500 “proficient” and “advanced” mathematics students yearly while they are still young enough to make educational choices that will prepare them for post-secondary opportunities and careers in STEM (Science, Technology, Engineering and Mathematics) fields. During their seven-year participation in the program, students will have attended sessions on at least six college campuses and will have been exposed to a variety of career opportunities.

Dual Enrollment – MCS in partnership with Christian Brothers University, LeMoyne-Owen College, Southwest Tennessee Community College, Tennessee Technology Center at Memphis and The University of Memphis, provides an opportunity for eligible students to earn college credit while simultaneously earning a high school diploma. The Early College Program gives high school students a jump-start on a college education and a career by allowing students to take college and technical courses while still enrolled in high school.

VII. OTHER STRATEGIC INITIATIVES (cont'd)

Dual Enrollment provides an academic rigorous program that accelerates learning in a collegiate environment. College-level courses are powerful motivators for students to work hard and meet intellectual challenges.

Early College Program courses are taught on the college campus, the technology center or at the high school by a college professor or a secondary teacher who is credentialed under SACS as an adjunct professor. Students are enrolled in college or technical courses with a combination of college and high school students or in "cohort or restricted" classes. Students who enroll in college courses gain experiences that ease and accelerate their transition to college.

Dual enrollment courses blend the curriculum as a coherent unit of college-level work fused into a single academic program that meets the requirements for both high school and college.

Career & College Expo – *The Career & College Expo* gives students the option to explore career and college opportunities and have one-on-one interaction with potential employers and college recruiters. The goal is to improve the student's self-esteem in order for them to become responsible youth who live and work in our communities.

Advanced Placement Course Expansion – Job #1 for the Division of Optional Programs is expanding stimulating educational opportunities throughout Memphis while maintaining fidelity in existing schools. The addition of eleven new schools (four in 2009-10 and seven in 2010-11) brings the total number of schools in the Optional Schools Program to 44. Paving the road of success for the optional program are three hallmarks: active parental involvement, intensive teacher preparation through training and conference participation and the use of feeder patterns to lay foundations. The latest additions to the program include:

- The name says it all! **Developing Masterful Mathematical Minds** (DM³) develops a strong foundation in math skills with involvement from the Educational Testing Service and staff from LeMoyne-Owen College. Cummings also serves as a laboratory school for LeMoyne-Owen students who aspire to be teachers. (Cummings Elementary, 2010-11)
- Dual Language Immersion aims for bilingual fluency in speaking, reading and writing beginning with kindergarten and first grade students. (Treadwell Elementary, 2009-10)
- Environmental Science challenges students to become environmental scientists using inquiry-based learning both inside and outside of the classroom. Student access to a cutting-edge digital Vernier science lab maximizes instruction. (Carnes Elementary, 2009-10 and Riverwood Elementary, 2010-11)
- International Baccalaureate Programme and Applicant Schools serve as stepping stones to student success in obtaining the rigorous International Baccalaureate Diploma offered at Ridgeway High School. Feeder schools prepare students through accelerated coursework that develops critical thinkers with the ultimate goal of achieving success in the global marketplace. (Ridgeway High, 2009-10 and Ridgeway/Balmoral Elementary, Oak Forest Elementary and Ridgeway Middle all added in 2010-11)
- Media Arts and Public Service (M.A.P.S.) – Building on the Douglass community's long-time commitment to public service, M.A.P.S. will focus on student participation in meaningful community service while strengthening verbal and written presentation skills. Students will develop these skills in micro-societies, such as a classroom representation of a post office or the mayor's office. (Douglass School, 2010-11)

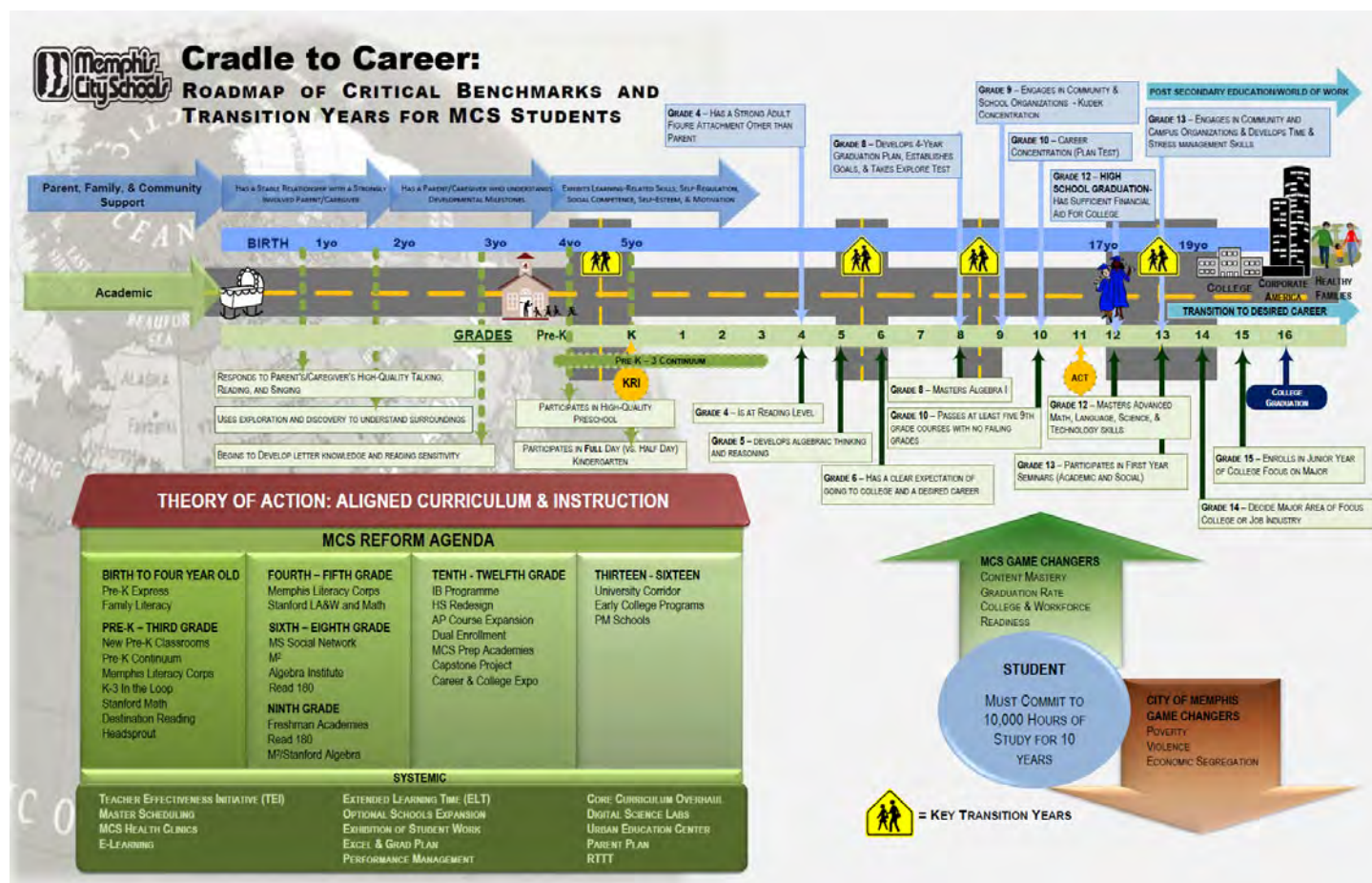
VII. OTHER STRATEGIC INITIATIVES (concl'd)

- STEM (Science, Technology, Engineering and Mathematics) – STEM integrates math and technology with enriched academics through hands-on activities which accompany every lesson. These fun and challenging activities expose students to subjects like physics and calculus. (Havenview Middle, 2009-10 and Whitehaven Elementary, 2010-11)

Capstone Project – is an element of the MCS Exhibition of Student Work and is a requirement of the new Tennessee Diploma Project initiated by the Tennessee Department of Education. Every student in the State of Tennessee is now required to complete a Capstone Project prior to completing high school. The purpose of the Capstone Project is to allow MCS children to demonstrate what he or she knows and is capable of doing in the world after graduation.

Each student is required to write a research paper, develop a corresponding product or performance, develop a portfolio and present their Capstone Project to a jury. This will allow the student the opportunity to integrate and demonstrate the knowledge and skills acquired during their educational career at MCS.

MCS Prep Academies are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of students individually while customizing the most expedient learning plan for each student as they work toward graduation and post-secondary opportunities. There are four MCS Prep schools – one located in each of the four regions of the District (Northwest, Northeast, Southwest and Southeast).



VIII. STUDENTS' CLASS AND TEACHER SATISFACTION RESULTS

In spring 2010, more than 40,000 students across the District completed the Tripod Survey, a measurement instrument designed by Dr. Ron Ferguson and his colleagues at Harvard University. The Tripod Survey asks students questions about their perceptions about various aspects of the instruction they receive from teachers. Using the Tripod Survey results, school leaders can determine which teachers appear to be connecting with students more successfully than others. The work of the Teacher Effectiveness Measure (TEM) development also hopes to use Tripod Survey results to identify and support teachers for increased effectiveness. Early results show that teachers who have higher ratings from students on the control items, for example, tend to also have higher value-added results as well.

Results from the Tripod Survey are used by the leadership of each school to determine appropriate intervention and support for teachers. At the District level, Tripod Survey results can be used as a guide for focusing professional development activities and for highlighting exemplary practices across the District.

Elementary Schools

My teacher pushes everybody to work hard.	4.04
I like being at school.	3.89
My teacher has several good ways to explain each topic that we cover in class.	4.16
I like the ways we learn in class.	4.17
My teacher in the class makes me feel that he/she really cares about me.	4.10
I feel successful in this class.	4.08

Middle and High Schools

My teacher in the class makes me feel that he/she really cares about me.	3.45
My teacher has several good ways to explain each topic that we cover in class.	3.63
My teacher makes learning enjoyable.	3.49
My teacher checks to make sure we understand what he/she is teaching.	3.87

Note: A score of five is the highest that can be attained.

IX. GLOSSARY OF TERMS

ABE – Adult Basic Education

ACA – Adobe Certified Associate

Accounting System – The total structure of records and procedures which discover, record, classify and report information on the financial position and operations of a school district or any of its funds, balanced account groups and organizational components.

Accrual Basis of Accounting – To recognize revenues in the period earned and expenses in the period incurred, regardless of when the cash is actually received or spent.

Accrue – To record revenues when earned or when levies are made and to record expenditures as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made. Sometimes, the term is used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investments and the recording of expenditures which result in liabilities that are payable in another accounting period, such as accrued interest on bonds. See also Accrual Basis of Accounting.

Actual – Expenditures and/or revenues realized in the past.

ADA – Average Daily Attendance

Adopted Budget – A plan of financial operation, legally approved by the Board, to provide an estimate of expenditures for a given fiscal year and a proposed means of financing them.

ADP – American Diploma Project

AFL-CIO – American Federation of Labor-Congress of Industrial Organizations

AFSCME – American Federation of State, County and Municipal Employees

Allocation – Funds set aside or designated for specific purposes. An allocation does not authorize the expenditure of funds.

Annual Budget – A budget developed and enacted to apply to a single fiscal year.

Appropriation – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. Note: An appropriation is usually limited in amount and as to the time when it may be expended.

ASBOI – Association of School Business Officials International

ASD – Achievement School District

Assessed Value – The fair market value of real estate and personal property as determined by the Shelby County Assessor's Office as a basis for levying property taxes.

Asset – Any tangible or intangible item to which a value can be assigned. An asset can be durable such as machinery or financial such as cash, accounts receivable, due from a primary government or investments.

IX. GLOSSARY OF TERMS (cont'd)

Asset Acquisition – An operating expense used for the procurement of capital assets such as land, buildings, equipment, infrastructure and vehicles.

AYP – Adequate Yearly Progress

Balance Sheet – A summarized statement, as of a given date, of the financial position of a local education agency by fund and/or all funds combined showing assets, liabilities, reserves and fund balance.

Balanced Budget – A budget developed wherein estimated revenues, including budgeted fund balance, meet or exceed budgeted expenditures.

Base (Baseline) Budget – An estimate of the funding required to continue existing programs at the currently budgeted level of service from one year to the next.

Benefits – Often in this document, we refer to benefits. This category of spending includes the District's contribution to employee medical insurance, life insurance, social security, retirement and unemployment compensation.

BEP – Basic Education Plan

Board of Commissioners – The Memphis City Schools Board is composed of nine members, who are residents of the City, elected by the citizens at the general election in November to serve a four-year term. Seven members are elected to represent a specific area within the City, and two members are elected at-large to represent the entire City. At the last meeting in December, the Board elects a President and a Vice President to serve for a term of one year to be effective January 1. The Board is responsible for establishing goals for the District and adopting policies for the effective operation of the District. The Board appoints a Superintendent to oversee the operation of the District in accordance with the educational goals and policies it establishes.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

Budget Amendment – A revision to the adopted budget during the fiscal year as achieved by line item transfer.

Budget Assumptions – Foundation statements upon which the budget is developed.

Budget Calendar – A schedule of certain steps to be followed in the budgetary process and the dates by which item must be completed to comply with State and City law.

Budgetary Control – The control or management of the business affairs of the District in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

Buildings – A capital asset account which reflects the acquisition value of permanent structures used to house persons and property owned by the local education agency. If buildings are purchased or constructed, this amount includes the purchase of the contract price of all permanent buildings and fixtures attached to and forming a permanent part of such buildings. If buildings are acquired by gift, the account reflects their appraised value at time of acquisition.

IX. GLOSSARY OF TERMS (cont'd)

CAFR (Comprehensive Annual Financial Report) – The audited annual financial report of the District, showing the financial position and results of operations for the fiscal year, along with schedules detailing other financial matters.

Capital Assets – Assets with a useful life in excess of one year and an initial cost exceeding \$5,000. Classifications include land, buildings, machinery, furniture, equipment and construction-in-progress.

Capital Budget – A five-year budget for capital expenditures.

Capital Improvement Program (CIP) – A multi-year plan for the acquisition, expansion or rehabilitation of any element of the District's infrastructure and the proposed methods for financing the projects.

CBER – Center for Business and Economic Research

CCNA – Certification and Cisco Certified Network Associate

CDCP – Centers for Disease Control and Prevention

CDTP – Cooperative Driver Testing Program

CEP – Career Enhancement Program

Certificated Employee – District employees who are required to possess a State credential in order to do their jobs. All regularly employed teachers and principals are certificated employees.

CITA – Commission on International and Trans-Regional Accreditation

CIW – Certified Internet Web Professional

Classified Employee – District employees not required to possess a State credential in order to do their jobs. Examples include instructional aides; secretaries, clerks and other office staff; and maintenance and custodial workers.

C.L.U.E. – Creative Learning in a Unique Environment

COLA (Cost of Living Adjustment) – An increase in salaries to offset the adverse effect of inflation on compensation.

Cost per Pupil – Current expenditures for a given period of time divided by a pupil unit of measure.

CSH – Coordinated School Health

CTCs – Career and technology centers

CTE – Career and Technical Education

CTSOs – Career and Technical Student Organizations

Deficit – The excess of expenditures over revenues within a given fund during a defined accounting period.

IX. GLOSSARY OF TERMS (cont'd)

Department – The largest organizational unit within the District; several divisions may comprise a single department.

Depreciation – The decrease in value of physical assets due to use and passage of time.

Division – Identifies the second largest organizational unit within the District.

DM³ – Developing Masterful Mathematical Minds

ECERS – Early Childhood Environment Rating Scale

EEOC – Equal Employment Opportunity Commission

Effectiveness Measures – The results and outcomes of an activity; they assist in managing resources effectively and define what resulted from a job task.

Efficiency Measures – The relationship between business performance and resources such as manpower; these measures assist in managing whether a task was completed with the minimum expenditure of time and effort.

EIS – Education Information System

Elementary School – A school classified as elementary by the State and local practice and composed of any span of grades not above grade six. Memphis City Schools' grade structure currently includes students in grades K through 6.

ELL – English Language Learners

ELLCO – Early Language Literacy Classroom Observation

ELP – Executive Leadership Program

Employee Benefits – May include health and life insurance and may include payments to which employees or former employees may be entitled under a pension plan, including death and unemployment benefits.

Encumbrance – Obligation in the form of purchase orders or contracts that are chargeable to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when an actual liability is set up.

Encumbrance Accounting – A system or procedure which involves giving recognition in the accounting budgetary expenditure control records for the issuance of purchase orders, statements or other commitments chargeable to an appropriation in advance of any liability or payment.

Enterprise Fund – A governmental accounting fund in which the services provided are financed through user fees in a manner similar to private business. Rate schedules are established to ensure that the revenues generated are adequate to meet all necessary cost of operations.

EPA – Environmental Protection Agency

IX. GLOSSARY OF TERMS (cont'd)

Equipment – Those moveable items used for school operations that are of a non-expendable and mechanical nature (i.e., perform an operation). Heating and air conditioning systems, lighting fixtures and similar items permanently fixed to or within a building are considered as part of the building.

ERP – Enterprise Resource Planning

ESL – English as a Second Language

ESOL – English for Speakers of Other Languages

Estimated Revenue – When the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period.

Expenditures – The incurrence of an actual liability in accordance with the District's authority.

FACS – Family and Consumer Sciences

Fair Labor Standards Act (FLSA) – A Federal law that governs the payment of minimum wages, overtime rates, compensatory time, record keeping of hours worked and other criteria for non-exempt employees, including governmental employees.

FASB – The Financial Accounting Standards Board that defines GAAP for private sector entities. Occasionally, GASB and FASB make FASB standards applicable to National, State or local governments.

FBLA – Future Business Leaders of America

Fiscal Year – A consecutive twelve month period designated as the operating year by an entity. For Memphis City Schools, the fiscal year begins July 1 and ends June 30 of the following calendar year.

FLAP – Foreign Language Assistance Program

FRCs – Family Resource Centers

Full-Time Equivalent (FTE) – A measure of the effective number of authorized positions, indicating the percentage of time a position or group of positions is funded. An FTE of 1.00 is usually equal to 2,080 hours of work per year.

Fund – An accounting entity with a self-balancing set of accounts recording cash/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for specific activities or objectives.

Fund Balance – A term used to express the equity (excess of assets minus liabilities) of governmental fund types and trust funds.

Fund Balance; Undesignated – The portion of the excess funds which has no legal commitments or formal designations by the Board for future funding needs.

GAAP (Generally Accepted Accounting Principles) – Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of financial statements of an entity.

IX. GLOSSARY OF TERMS (cont'd)

GASB (Governmental Accounting Standards Board) – The oversight body that establishes governmental GAAP, equivalent to the private sector FASB.

GED – General Educational Development

General Fund – A fund used to account for all monies received and disbursed for general government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures which are not accounted for in any other fund.

GFOA – Government Finance Officers Association

GLEs – Grade Level Expectations

HVAC – Heating, ventilation and air conditioning

IC3 – Internet and Computing Core Certification

IDEA – Individuals with Disabilities Education Act

IEP – Individualized Education Plan

Independent Audit – An audit conducted by certified public accounting (CPA) auditors who are independent of the District.

Initiatives – The District's energetic reform agenda designed to improve academic achievement and student wellness.

Instruction – The activities dealing directly with the teaching of students or improving the quality of teaching.

Internal Control – The development and management of the accounting system regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability over assets.

Internal Service Fund – A fund established to finance and account for services and commodities furnished by one department to another department within the same governmental unit on a cost-reimbursement basis.

JCLC – JROTC Cadet Leadership Challenge

Lapse Restriction – A budget reduction that decreases appropriated salary funds by the amount of expected or realized savings related to vacant positions.

LEA – Local Education Agency

Liability – Debt or other legal obligations resulting from past transactions which must be liquidated, renewed or refunded at some future date.

Line Item – An account for recording specific revenues or expenditures within a fund or function; several "line item" accounts may be summarized in an expenditure category or "major object."

LPN – Licensed Practical Nurse

IX. GLOSSARY OF TERMS (cont'd)

M/DWBEs – Minority and Disadvantage Women Business Enterprises

M.A.P.S. – Media Arts and Public Service

MCAS – Microsoft Certified Application Specialist

MEA – Memphis Education Association

Memorandum of Understanding (MOU) – A negotiated agreement between Memphis City Schools and various bargaining units regarding policies, procedures or labor compensation.

MET – Measures of Effective Teaching

Middle School – A school offering education to students spanning both elementary and secondary levels. Memphis City Schools includes students in grades 6, 7 and 8.

Mill – One thousandth. Used to calculate a tax levied on real estate. (One mill = .001)

Millage Rate – The rate or percentage applied to the proposed assessed value to determine the taxes owed during the year. One mill is one thousandth. The calculation is .001 multiplied by the assessed value of the home. One mill will cost a homeowner of a \$100,000 home \$100 per year in tax.

MINACT – Minorities in Action

Mission – A clear, concise statement of broad purpose for a department or division.

MMBC – Mid-South Minority Business Council

Modified Accrual Accounting – A basis of accounting, required for use by governmental funds, in which revenues are recognized in the period in which they become available and measurable and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

MOS – Microsoft Office Specialist

Municipality – A political unit, such as a city, town or village, incorporated for local self-government; a body of officials appointed to manage the business of a local political unit.

NAMM – National Association of Music Merchants

NCLB – No Child Left Behind

OAG – Overage-for-Grade

Object code – A budget or accounting category that defines the resources to be applied to specific types of inputs such as personnel, travel, tools or supplies.

Objective – A measurable statement of the actual results that a program expects to achieve in support of a stated goal.

OPEB (Other Post-Employment Benefits) – retired employees of the District receiving benefits through the District's program may participate in post-employment benefits.

IX. GLOSSARY OF TERMS (cont'd)

Operating Budget – A plan of current expenditures and the proposed means of financing them; the annual appropriation to maintain the provision of Memphis City Schools' educational services to the City of Memphis.

OPT – Official Practice Test

OSHA (Occupational Safety and Health Administration) – Monitors the adherence of Federal health and safety regulations in the workplace in order to reduce job injuries.

IX. GLOSSARY OF TERMS (cont'd)

PBIS – Positive Behavior Intervention and Supports

Performance Measures – Data collected to determine how well a service center, function or program is achieving its goals and objectives.

POS – Programs of Study

Position Control Budget – The number of authorized positions funded by the Operating Budget.

Program – A specific and distinguishable unit of work or service performed.

Program Budget – A budget wherein expenditures are based primarily on programs of work and secondarily on character and object. A program budget further defines function to subject area when necessary.

Proprietary Funds – Examples include enterprise funds and internal service funds.

PSC – Pupil Service Center

QSCB – Qualified School Construction Bond

QZAB – Quality Zone Academy Bonds

REA – Research, Evaluation & Assessment

Resolution – An official enactment by the Board of Commissioners to establish legal authority for Memphis City School officials to obligate or to expend funds.

Revenue – Funds that the District receives as income to support expenditures.

Risk Management – The group manages a program for Memphis City Schools' employees that may have been injured or become ill because of their jobs.

RN – Registered Nurse

R.O.T.C. – Reserve Officer Training Corps

SACS – Southern Association of Colleges and Schools

IX. GLOSSARY OF TERMS (cont'd)

School – A division of the school system consisting of a group of pupils composed of one or more teachers to give instruction of a defined type and housed in a school plant of one or more buildings.

SEIU – Service Employees International Union

Senior High School – A school offering the final years of high school work necessary for graduation; invariably preceded by a middle school in the same systems. Memphis City Schools' grade structure currently includes students in grades 9 through 12.

SFSF – State Fiscal Stabilization Fund

Single Audit Act – The Federal law requiring a comprehensive District-wide audit of all Federal financial assistance.

Site-based budgeting – School-based budgeting (SBB) is the facilitative arm of school-based management (SBM), which shifts decision-making responsibilities from the District office to principals, teachers and community members.

Special Revenue Funds – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

SPEDs – Special education centers

SSZ – Striving School Zone

Statute – A written law passed by the State legislature enacted to prescribe conduct, appropriate public monies and, in general, promote the public welfare.

STEM – Science, Technology, Engineering and Math

Student-Body Activities – Services for public school pupils, such as interscholastic athletics, entertainments, publications, clubs, band and orchestra, that are managed or operated by the student body under the guidance and direction of an adult and are not part of the regular instructional program.

Summer School – The name applied to the school session carried on during the period between the end of the regular school term and the beginning of the next regular school term. Tuition is charged to participants of a summer school program.

Supplies – The account class that includes articles and items that are consumed or materially altered when used by operating activities, such as office supplies, maintenance parts and minor equipment.

SWD – Students with disabilities

T&I – Trade and Industrial Education

TACIR – Tennessee Advisory Commission on Intergovernmental Relations

TEI – Teacher Effectiveness Initiative

TNTP – The New Teacher Project

TSA – Technology Student Association



IX. GLOSSARY OF TERMS (concl'd)

UAW – United Auto Workers

WFTEADA – Weighted Full-time Equivalency Average Daily Attendance

WFTEADM – Weighted Full-time Equivalency Average Daily Membership

WTSBOA – West Tennessee School Band and Orchestra Association

X. HELPFUL LINKS**American Federation of State, County and Municipal Employees, AFL-CIO**

<http://www.afscme.org/>

Board of Education Policies

<http://www.mcsk12.net/admin/Policy-Planning/School-Board-Ops.html>

Memphis Education Association

<http://www.gomea.com/>

Service Employees International Union, Local 205

<http://www.seiu205.org/>

Tennessee Department of Education

<http://www.state.tn.us/education/>

United Auto Workers

<http://www.uaw.org/>

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